







# City of Carlsbad 2012-13 Operating Budget and Capital Improvement Program

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## **READER'S GUIDE TO THE BUDGET**

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This budget document has been designed to provide the public concise and readable information about the City of Carlsbad's 2012-13 budget. The budget is separated into three major sections: the Overview, the Operating budget, and the Capital Improvement Program.

### **Overview**

The beginning of the budget document contains the City Manager's transmittal letter and overview information. The overview information will provide summary data to the reader for the Operating budget and the Capital Improvement Program, as well as information on personnel allocations and debt management issues.

### **Operating Budget**

The Operating budget section has seven tabbed sections. The first section provides a summary of the operating budget and the remaining six sections provide detailed budget information for six main functional areas. The summary section begins with a budget overview, including revenue assumptions, information on the policies used to develop the budget, and an overview of expenditures. The overview is followed by tables providing detailed information on fund balances, revenues and expenditures. The following six sections are separated by functional area, which are Policy and Leadership Group, Internal Services, Community Development, Community Services, Public Safety, and Public Works. Within these broad categories, the budget is organized on a department, or program group, basis. Summaries, financial and descriptive, are included for departments containing more than one program. The summary page is followed by detailed information for each program. Some departments consist of one program only, and thus only one page is included for them. For each summary and program, a financial history and the 2012-13 budget figures are presented. If applicable, also included are narrative statements describing program activities, associated workload measures or performance objectives, key achievements for 2011-12 and key goals for 2012-13.

### **Capital Improvement Program**

The Capital Improvement Program (CIP) is located in the back of the budget document. An overview of the CIP provides general information about the process used in preparing the budget for capital projects and describes how development information is used to project future revenues that fund these projects. In addition, major CIP projects are highlighted and discussed. The next section contains summary revenue and expenditure tables by funding source and a detailed project expenditure schedule listing the cost and timing of each future and current CIP project. Following this schedule are fund summary pages, which list the revenues and detail expenditures by fund, thus providing cash flow information and annual projected fund balances for each Capital Improvement Program fund.

### **Appendices**

The Appendices contain a detailed listing of the 2012-13 Planned Major Capital Outlay items by department. An Out-of-State Travel Detail is presented next. The last section of the Appendices provides information on the Gann Limit, budget process, accounting system and budgetary control, the adopted Resolutions for the budget, and a glossary.



**Carlsbad City Council  
2012  
Strategic Goals**



***City Council continues to clarify and pursue the vision of  
Carlsbad that reflects the pride and quality of life.***

City of Carlsbad provides exceptional, top quality services on a daily basis by proactively listening, engaging and responding to its residents.

- **Balanced community development:** Be a city that connects community, place and spirit, through balanced and economically sustainable land uses.
- **Resident connection and partnership:** Be a city that embraces community connectivity through the effective use of technological and interpersonal mediums.
- **Communication:** Ensure that community members, council and staff are well informed, continuing to be a more responsive government while providing a high level of citizen confidence in its government.
- **Economic Development:** Strengthen the city's strong and diverse economy, supporting local businesses, attracting new businesses in targeted industries and solidifying the city's position as a key employment hub.
- **Environmental management:** An environmentally sensitive community by focusing on conservation, storm water, sewage collection and treatment, solid waste, and cost effective and efficient use of energy including alternative energy sources.
- **Financial health:** Pursue and implement proactive strategies that support sustainable economic health and manage city resources effectively.
- **Learning, culture and arts:** Promote and support continuous learning, cultural opportunities and the arts within the community and the city organization.
- **Parks, open spaces and trails:** Acquire, develop and maintain a broad range of open space and recreational facilities that actively address citizen needs which are fiscally responsible, and are consistent with the general plan and growth management standards.
- **Safe community:** Maintain a safe and secure community through collaborative partnerships. Public safety providers support high standards, deliver protection of life and property and encourage community involvement in prevention and preparedness efforts.
- **Transportation and circulation:** Provide and support a safe and efficient transportation system that moves people, services and goods throughout the city.
- **Water:** Ensure, in the most cost-effective manner, water quality and reliability to the maximum extent practical, to deliver high quality potable and reclaimed water incorporating drought-resistant community principles.

## ABOUT THE CITY OF CARLSBAD

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The City of Carlsbad is a unique coastal community located 35 miles north of the City of San Diego and surrounded by mountains, lagoons, and the Pacific Ocean. The city is governed by a five-member City Council under the Council/Manager form of government. Although the “village” dates back more than 100 years, Carlsbad incorporated in 1952 as a General Law city, and in 2008 became a Charter city. Currently, the city is over two-thirds developed and is expected to grow from a population of 107,674 to 117,000 once its 39 square miles are built out. Industries in the area include a major regional shopping center; a specialty outlet center; 34 hotels offering over 3,800 rooms for tourist lodging; over 20 auto dealers; high technology, multimedia and biomedical businesses; electronics, golf apparel and equipment manufacturers; several business and light industry parks; and numerous land developers building single and multi-family housing in a variety of community settings.



The city provides the full range of services normally associated with a municipality including police, fire, parks and recreation, library, planning and zoning, building and engineering, various maintenance services, and administration. The city provides water services through the Carlsbad Municipal Water District, a subsidiary district of the city. The City Council serves as the Board of Directors for the Carlsbad Municipal Water District. Solid waste collection is provided through a franchise agreement with a local refuse collection service.

In addition to the usual city services, Carlsbad offers a wide variety of programs to help local residents and businesses. The city's Housing Authority administers federal housing assistance to 610 low-income households in Carlsbad. Older Carlsbad residents receive assistance through the city's senior citizen programs.

School programs and facilities are provided by four different school districts located within the city boundaries. The City Council has no direct control over these school districts; however, the Council recognizes the importance of quality school facilities and programs to Carlsbad's residents. Thus, the Council and staff work with the school districts on a regular basis.



# City of Carlsbad Organization Chart



CITY OF  
CARLSBAD

ELECTORATE

City Clerk

Mayor & Council

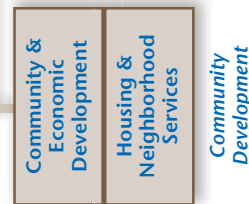
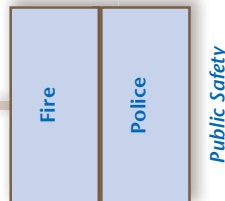
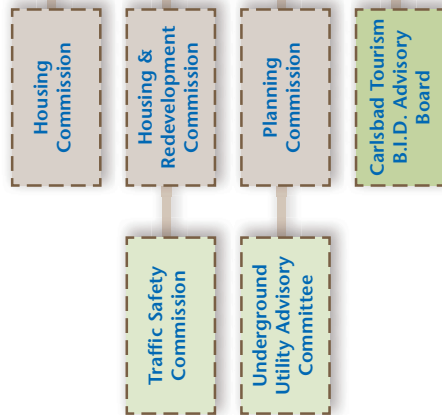
City Treasurer

City Manager

City Attorney

Deputy City Manager

Assistant City Manager



Internal Services

Public Safety

Community Development

Community Services

KEY

Elected

Council Appointed

Reporting Relationship

Programs











To the Honorable Mayor and City Council:

## **2012-13 BUDGET TRANSMITTAL**

I am pleased to submit the Fiscal Year 2012-13 Operating Budget and Capital Improvement Program for the City of Carlsbad. The combined budget totals \$231.6 million, with projected revenues of \$241.3 million. Revenues received in prior years will be used to fund some capital improvement appropriations in 2012-13. Of the total budget, \$202.7 million, or 88 percent, will be used to fund the operations of the city, while \$28.9 million, or 12 percent, will go towards capital improvements throughout Carlsbad. Our goal has been to prepare a comprehensive financial plan for services, programs, and capital projects that will assist the Council in the achievement of its vision for Carlsbad.

The financial outlook for the coming fiscal year offers a glimmer of optimism, as major revenue sources, such as sales tax and transient occupancy tax, demonstrate the health of the Carlsbad business environment. General Fund revenues for FY 2012-13 are anticipated to be \$1.5 million, or 1.3 percent, higher than revenues received in the previous fiscal year. General Fund revenues are forecast to reach \$116.1 million in the coming year and, although we have not reached the pre-recession high of approximately \$123 million, this will be the third consecutive year of revenue growth. This budget represents a continued commitment to deliberate financial management, as departments provided additional reductions in full-time equivalent positions and held the line on new programs and expenditures. The budget is structurally balanced for the long-term, and we project a steadily improving financial picture over the coming years, although we acknowledge that significant unforeseen events could rapidly alter the economic environment and our forecast.

Overall, a stabilizing economy is providing a boost to many General Fund revenues, although continued housing market weakness is reflected in revenues generated from property and development. Property tax revenues are expected to decline marginally, by 0.6 percent, for the fourth straight year, generating \$47.8 million, compared to \$50.4 million in FY 2008-09. Sales tax revenues are expected to increase by over four percent in the coming year, as receipts from automobiles and retail sales push revenues back above pre-recession levels. Transient occupancy tax, or hotel tax, also offers a bright spot in the budget, as revenues from this source are expected to increase by eight percent, due to decreasing vacancy rates and the opening of a new hotel.

Overall, the city's total Operating Budget for FY 2012-13 has increased by \$8.9 million, or 4.6 percent, from the previous year. This is partially due to budget increases in the Water Enterprise Fund, resulting from increases in the cost of purchasing water and recycled water, and in the Self-Insured Benefits Fund, to address anticipated future pension rate increases. The General Fund Operating Budget increased by \$3.3 million, or 3 percent, as compared to the previous year. The two major components of this increase are a \$1.8 million contribution to the city's pension plan in order to adequately address our liability for future benefits and a \$1 million increase in the City Council's contingency to allow greater latitude to address unforeseen emergencies or fund program needs that arise during the



year. General Fund expenses, excepting these two components, increased by \$0.5 million, or less than one percent compared to the previous fiscal year.

The Adopted Budget provides an additional \$28.9 million in the city's Capital Improvement Program, which brings total programmed expenditures to \$409.3 million for approximately 265 projects to build or improve the city's roads, parks, water and sewer infrastructure and civic projects. Some of the more significant projects for the coming year include construction of Alga Norte Park and the relocation of Fire Station #3 from its current location on Chestnut Avenue to the Robertson Ranch development located just north of Cannon Road. In addition, the Traffic Signal Program implementation will enter the next phase which includes development of a Traffic Management Center to utilize the technology installed in traffic signals to further manage and improve the flow of traffic on major roadways within the city.

The City of Carlsbad's long history of fiscal discipline, along with a well-diversified revenue base, has helped the city earn a AAA credit rating, the highest possible. The city continues to maintain best practices in the management of its finances and include long term planning tools in its forecasting to ensure that decisions made today will also provide positive impact to the city in the future.

The Adopted Budget continues to provide for the fiscal stability of the city. The FY 2012-13 budget provides funding for maintenance and replacement of aging infrastructure, including facilities, streets, sidewalks, and drainage. As in past years, Council approved a contribution of 6.5 percent of forecast General Fund revenues to the Infrastructure Replacement Fund, adding approximately \$7.5 million.

In maintaining fiscal stability for the city, the City Council has adopted a responsible General Fund reserve policy, which ensures that adequate resources are available to mitigate cash needs that may result from unforeseen events, such as emergencies or natural disasters. The reserve policy sets a minimum General Fund reserve level of 30 percent of General Fund operating expenditures and a target of 40 to 50 percent of the General Fund operating expenditures. The current reserve is projected to be approximately 50 percent of General Fund operating expenditures for FY 2012-13.

I would like to express my appreciation to the City Council for providing the long-term vision and support that are crucial for the city to achieve its goals. I would also like to recognize the contributions of city staff for providing budgetary solutions that allowed us meet the economic challenges of the past years, while maintaining the high service levels expected by our community. The City of Carlsbad is well-positioned to maintain an excellent quality of life for our residents and a strong economic base for local businesses for years to come.



**LISA HILDABRAND**  
City Manager

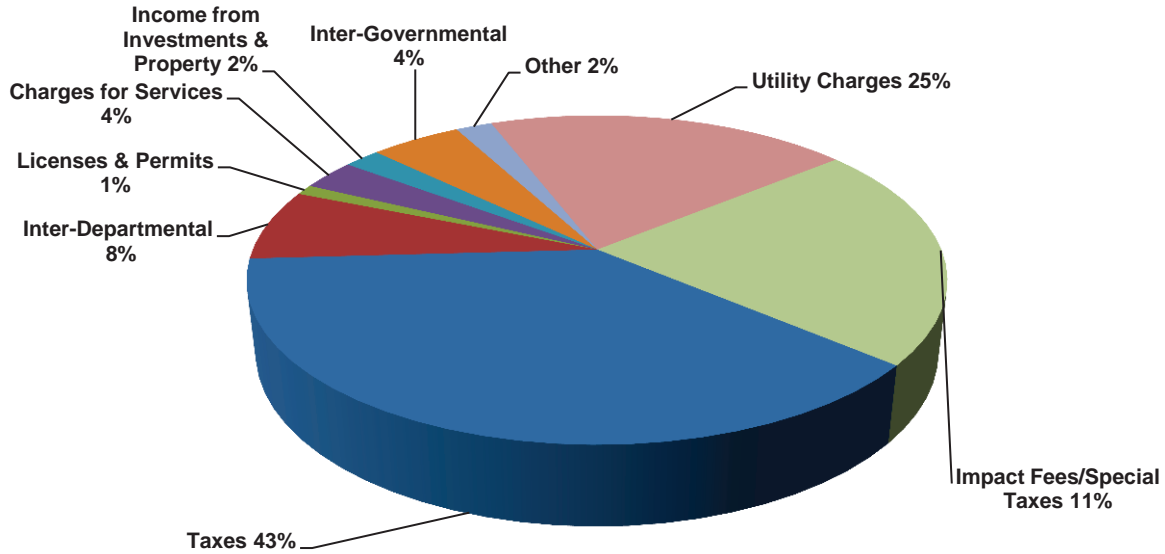


## CITY OF CARLSBAD BUDGET HIGHLIGHTS

### CITY OF CARLSBAD BUDGET HIGHLIGHTS FISCAL YEAR 2012-13

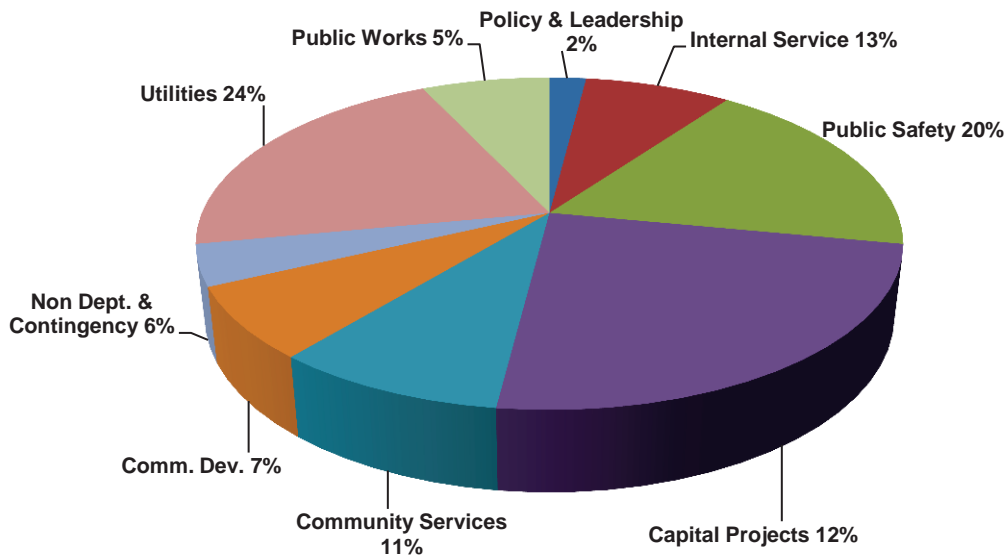
#### WHERE THE MONEY COMES FROM...

**ESTIMATED REVENUES \$241.3 MILLION**



#### WHERE THE MONEY GOES...

**ADOPTED BUDGET \$231.6 MILLION**



## CITY OF CARLSBAD BUDGET HIGHLIGHTS

The city's budget is comprised of two pieces; the Operating Budget and the Capital Improvement Program Budget (CIP). The CIP provides the funds to build the parks, roads, buildings, and other infrastructure of the city while the Operating Budget provides the money to staff and operate the facilities and infrastructure as well as provide important services to the citizens and visitors of Carlsbad. The operating budget totals \$202.7 million and is expected to generate \$205.8 million in revenues. The CIP contains the current year budget allocation of \$28.9 million and outlines approximately 265 future projects at a total cost of \$413.1 million. Capital revenues for Fiscal Year 2012-13 are estimated at \$35.5 million. The capital projects include parks, civic facilities, as well as infrastructure needs anticipated for the future that are not expected to be constructed by developers.



The budget overview on the following pages will provide the reader with a good understanding of the budget process and the economic profile of the city as well as with a broad overview of the services and projects planned for the 2012-13 Fiscal Year. This section also addresses debt management, including a schedule of the outstanding bond issues. More detail on the city's numerous programs and projects can be found throughout the remainder of the document.

### BUDGET PROCESS

At the beginning of each year, the City Council meets to develop goals that help city staff prioritize programs, projects and services, as well as the resources required to fund them. Based on this direction, along with input received at public workshops, city staff finalizes the overall city work plan and develops the proposed annual budget for the coming fiscal year. The City Council adopts the formal budget for all funds prior to the beginning of each fiscal year and may amend those budgets throughout the year as necessary. The legal level of budgetary control is at the fund level and budgetary control is maintained through the city's accounting system. Expenditures may not exceed budgeted amounts at the fund level.

#### **City of Carlsbad Community Vision**

##### ***Small town feel, beach community character and connectedness***

Enhance Carlsbad's defining attributes—its small town feel and beach community character. Build on the city's culture of civic engagement, volunteerism and philanthropy.

##### ***Open space and the natural environment***

Prioritize protection and enhancement of open space and the natural environment. Support and protect Carlsbad's unique open space and agricultural heritage.

##### ***Access to recreation and active, healthy lifestyles***

Promote active lifestyles and community health by furthering access to trails, parks, beaches and other recreation opportunities.

##### ***The local economy, business diversity and tourism***

Strengthen the city's strong and diverse economy and its position as an employment hub in north San Diego County. Promote business diversity, increased specialty retail and dining opportunities, and Carlsbad's tourism.

##### ***Walking, biking, public transportation and connectivity***

Increase travel options through enhanced walking, bicycling and public transportation systems. Enhance mobility through increased connectivity and intelligent transportation management.

##### ***Sustainability***

Build on the city's sustainability initiatives to emerge as a leader in green development and sustainability. Pursue public/private partnerships, particularly on sustainable water, energy, recycling and foods.

##### ***History, the arts and cultural resources***

Emphasize the arts by promoting a multitude of events and productions year round. Cutting edge venues to host world class performances, and celebrate Carlsbad's cultural heritage in dedicated facilities and programs.

##### ***High quality education and community services***

Support quality, comprehensive education and lifelong learning opportunities, provide housing and community services for a changing population, and maintain a high standard for citywide public safety.

##### ***Neighborhood revitalization, community design and livability***

Revitalize neighborhoods and enhance citywide community design and livability. Promote a greater mix of uses citywide, more activities along the coastline and link

## CITY OF CARLSBAD BUDGET HIGHLIGHTS

This year, the Carlsbad City Council set strategic goals that will create jobs in a new economy through the support of local companies and the attraction of new companies; create a sustainable organization by being an adaptable, responsive and efficient organization that delivers cost effective, high quality services and retains a motivated, flexible and responsive staff; through the General Plan update, adapt city land use policies to address population and demographic trends, maintain the city's high standards and balance a thriving community with the need for tranquil, natural open spaces; meet the community's changing recreation needs, including more for active seniors and young people, consider accelerating the schedule for building new parks and community centers, and an expanded trails system and open space; begin to adapt Carlsbad streets to accommodate and encourage all modes of transportation, not just cars; and foster the next generation of community leaders.

Carlsbad's operating budget is a tool that guides the achievement of Council's vision, goals, and priority projects for the city. The budget allocates resources to city programs in accordance with priorities established by residents and the Council. Thus, it is an integral part of making Carlsbad a wonderful community in which to live, work and play. In addition, the budget is fiscally conservative and balanced, and provides a blueprint to effectively sustain the community and essential city services far into the future.

### ECONOMIC PROFILE



The **US economy** continues to grow at a lackluster pace. Gross domestic product (GDP), the primary measure of US output, increased by 3 percent in the final quarter of 2011 and, according to initial estimates

released by the Bureau of Economic Analysis, fell to 2.2 percent in the first quarter of 2012. The employment situation in the US appears to be improving, as new payroll jobs increased in January and February by 227,000 and 284,000, respectively, bringing the unemployment rate down to 8.3 percent in February. Although national unemployment is still high, this is the first time this measure has dipped below 9 percent since 2008. The UCLA Anderson Forecast does not expect marked improvement in the economic picture in the next few years, as unemployment is expected to stay above 8 percent until 2014 and GDP is expected to remain below a growth rate of 3 percent, annually, during the same forecast period. Several factors are contributing to the tepid forecast, including the looming expiration of the Bush era tax cuts and the temporary payroll tax reduction in the coming year. Additionally, Europe is in a recession, which will have a chilling effect on US exports.

The national housing outlook for the coming year may be a source of mild optimism among economists. The Case-Shiller Home Price Indices released for February indicate that home prices continue to decline, nationally, but at a slower rate, indicating that we may be nearing the bottom of the trough. Historically low interest rates, increases in real rents (up to 10 percent in some markets), and modest improvements in employment and real wages may signal coming improvement in the housing market.

The national economy appears to be recovering slowly, but numerous challenges lie ahead. Financial instability in Europe continues to be a threat, but domestic fiscal policy also clouds the economic outlook for the US. Federal deficits are expected to top \$500 billion per year for the

## CITY OF CARLSBAD BUDGET HIGHLIGHTS

foreseeable future, eroding the fiscal stability of the US. Likewise, increasing gasoline prices and uncertainty over tax policy in the US threaten the slow recovery.

The outlook for California's economy is very slow growth over the next few years. Unemployment in California is currently hovering around 11 percent and is expected to improve in the coming years, falling to a little over 8 percent in 2014, according to economists at UCLA. This decrease in the unemployment rate, which had remained above 12 percent since late 2009, indicates some unexpected strength in California's labor statistics, as the labor force has actually grown in the past years. A falling unemployment rate coupled with an increase in the labor force means that the additional jobs have been created. Employment gains in California have been most pronounced in the Silicon Valley and the San Francisco Bay Area, although Orange County and San Diego have outpaced national employment growth.

Economic growth in California is expected to be slow over the coming years, as our economy is linked to the sale of goods and services nationwide, and US consumer demand is not expected to grow rapidly. There are bright spots in the economic outlook, however. According to the California New Car Dealers Association (CNCDA), new car dealers sold 1.3 million cars in 2011, an increase of almost 10 percent over the prior year. Foreclosures have also decreased, as notices of default dropped by almost 12 percent compared to the fourth quarter of 2010. Taxable sales are expected to increase by slightly more than 3 percent in 2012, according to the UCLA Anderson Forecast, and grow by approximately 4 percent in 2013 and 2014.

The outlook for the **San Diego economy** continues to be positive. Unemployment fell from 10.5 percent in July 2011 to 9 percent in December, although it edged back up to 9.5 percent in March. The county saw the addition of 5,400 jobs in February, with the largest gains in education and health services and government. The USD Index of Leading Economic Indicators continued a two-year trend, increasing by almost six percent compared to January 2011. Following minor decreases in August and October, the index has climbed steadily through January.



Home prices continue to be depressed in San Diego county and, according to DataQuick, the median single family residence fell by 2.8 percent (to \$345,000) in the first quarter of 2012, compared to same period in 2011. Residential building permits started 2012 very slowly, especially compared to an increase of 56 percent in 2011.

The most recent Case-Shiller Home Price Indices show a drop in San Diego home prices of 3.9 percent, between February 2011 and 2012. However, this report also indicated that prices increased by 0.2 percent month-over-month in February, which may indicate that San Diego, like the nation, is nearing the bottom.

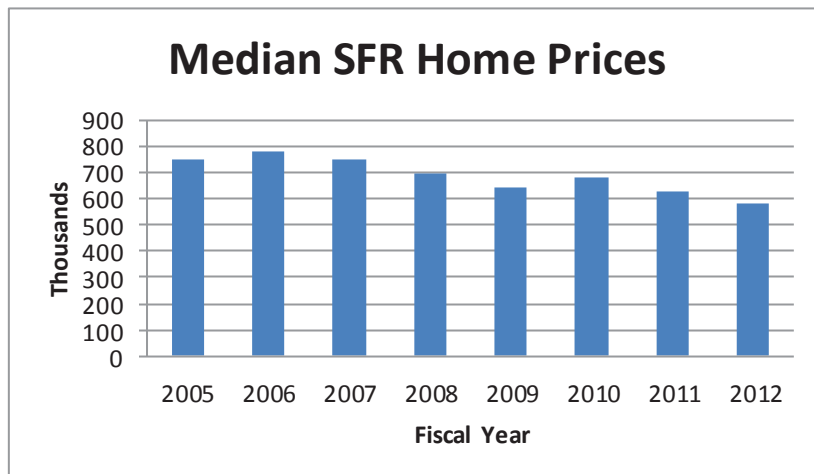
The chart above reflects historical movement in the USD's Leading Economic Indicators. Despite relatively high unemployment and weak housing sales indicators, the economic outlook for the county remains positive.

**Carlsbad's economy** is tied closely to that of the San Diego region. For FY 2011-12, property taxes decreased by less than one percent, compared to the prior year. Transient Occupancy Tax (TOT), a gauge of the health of local tourism, is expected to end FY 2011-12 with an 8.4 percent increase over last year. Last years' TOT was abnormally low due, in part, to change of



## CITY OF CARLSBAD BUDGET HIGHLIGHTS

ownership in one of the city's major resorts and a remodel at another resort. Sales taxes are expected to end FY 2011-12 with an increase of 4.5 percent due to the continuing strength in retail and auto sales. Despite positive growth in our three major General Fund revenue sources, revenues will be flat compared to FY 2011-12, as we have experienced a decrease in interest earnings and the expiration of the Vehicle License Fee (VLF).



Housing prices in Carlsbad continued their downward trend during the last year. Data on single family residence (SFR) sales from DataQuick indicate that the median sales price fell to approximately \$580,000 in the first quarter of 2012, a decrease of over 8 percent compared to the same quarter in 2011. Only one zip code, 92011, showed an increase in this time period. The total assessed values in

the city are close to \$24 billion, a decrease of less than one percent compared to the prior fiscal year (FY 2010-11). According to recent growth projections prepared for the city, Carlsbad will add 903 residential units over the next five fiscal years.

From 1992 to 2008, commercial and industrial development in Carlsbad averaged approximately 1.1 million square feet per year. As opportunities for new development diminish, commercial and industrial development is tapering off, falling to an average of approximately 270,000 square feet per year over the next five fiscal years. Large industrial commercial developments in the next five years include Bressi Ranch, Carlsbad Raceway and Palomar Forum, Dos Colinas Retirement Community, and the Floral Trade Center. Commercial office space vacancy has witnessed a decline over the past two years, falling from over 30 percent in the last quarter of 2009 to just over 23 percent in the first quarter of 2012. Industrial vacancy remained stable at around 15 percent.

Commercial development has brought much needed entertainment and shopping venues to citizens and visitors alike, as well as generating additional sales taxes to help pay for city services. Carlsbad is home to Car Country Carlsbad – an auto mall; the Carlsbad Premium Outlets – a specialty outlet center; Plaza Camino Real – a regional shopping mall; a Costco center; and the Forum at Carlsbad – a commercial center with upscale retail shops, restaurants and other commercial uses. A new Lowe's is expected to open in summer 2013.

Development has also enhanced Carlsbad's reputation as a destination resort for tourism. The city is host to a major family theme park, Legoland, and has two luxury resorts available for its visitors, the Park Hyatt at Aviara and the La Costa Resort & Spa. There are also a number of other quality hotels and motels in the city, with the most recent additions being the Sheraton Carlsbad Resort and Spa, Homewood Suites and Hampton Inn. A new Hilton will open in summer 2012 at Ponto Beach.

The City of Carlsbad opened a municipal golf course in the summer of 2007 which has further enhanced the tourism attractions the city offers. The municipal golf course, The Crossings at Carlsbad, is an 18-hole, destination golf course set in the rolling hills and canyons of Carlsbad. With ocean views, high quality golf experience, a first class restaurant and clubhouse, and

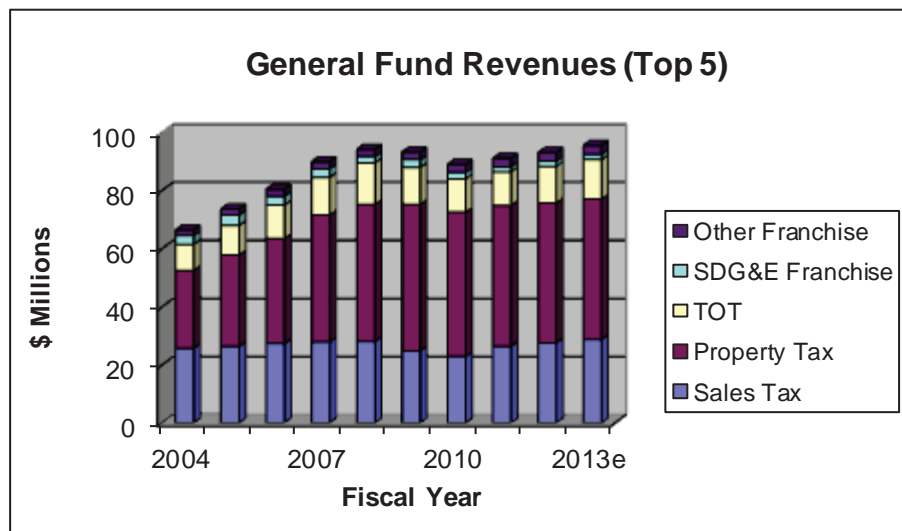
## CITY OF CARLSBAD BUDGET HIGHLIGHTS

linkages to hiking trails, The Crossings at Carlsbad is a destination spot for golfers and non-golfers alike.

It is the Council's goal to ensure that the city remains in good financial health, and there are a number of steps the city has taken to attain that goal. One of the steps is the Growth Management Plan. This plan was adopted by the citizens to ensure that all necessary public facilities were constructed along with development. It also ensures that a financing plan is in place to pay for the facilities prior to the development of the property.

In addition to the Growth Management Plan, the city also prepares a long-term financial model for both the capital and operating needs of the city. With a growing city such as Carlsbad, it is imperative that we plan for the impacts of the economy, serving new development and operating new public facilities, as well as planning for capital needed to build them. Thus, the city prepares a ten-year operating forecast for the General Fund, and a 15-year Capital Improvement Program. As part of the Capital Improvement Program, the city annually calculates the amounts needed to pay for the various projects, and calculates the anticipated operating budget impacts. In this way, the city can anticipate the effects of development from both a capital and an operating perspective.

One important initiative the city has undertaken to ensure its financial health is the development of an Infrastructure Replacement Fund. With this fund, the city sets aside a portion of General Fund revenues on an annual basis for major maintenance and replacement of its infrastructure. Much of the city's infrastructure is relatively new; thus, the city is just now experiencing the impact of maintenance requirements. By setting aside funds now, the citizens of Carlsbad can be assured that the proper maintenance and replacement, as needed, will be performed on streets, parks and many facilities for which the city is responsible.



As national and local economic conditions begin to improve, Carlsbad is well positioned to reap the benefits of a diverse business composition. Over the past decade, the city has developed an economic base that attracts business, tourism, and retail consumers. The city hosts four regional shopping areas within its boundaries; an auto mall, a large regional

mall, an outlet center, and a high-end retail center in the southern part of the city called The Forum. A strong tourism industry is served by Legoland and a host of resorts and hotels, as mentioned previously. All of these factors, combined with relatively stable property values, provide a strong revenue base to support the high level of city services for our residents. In FY 2012-13, the city is expected to generate over \$90 million, or 78 percent of General Fund revenues, from three sources: property taxes, sales taxes, and transient occupancy taxes (TOT).

Overall, for FY 2012-13, General Fund revenue is projected to increase by 1.3 percent from the previous year's estimates. Most sources of tax revenue are expected to increase slightly in FY

## **CITY OF CARLSBAD BUDGET HIGHLIGHTS**

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2012-13, although property taxes are projected to decrease slightly by less than 1 percent. Sales tax is expected to increase by a little more than 4 percent and TOT revenues are projected to increase by over 7 percent due, in part, to the addition of the Ponto Hilton. Home values, as discussed earlier, continue to decline, and we expect assessed values to decrease slightly again in FY 2012-13. Development related revenue items have been decreased for FY 2012-13, in anticipation of slower building activity. More information on all of the city's revenues and programs can be found in the later sections of the document.



**State of California** – Governor Jerry Brown continues to face the ongoing budgetary crisis that has plagued California since the economic downturn. The State of California has been in a severe fiscal crisis for a number of years and has relied on a number of dubious strategies to balance its budget, including reliance on one-time revenues, borrowing from various state funds, and raiding city, county and special district funds.

In January, the Governor released his proposed budget for Fiscal Year 2012-13. The proposed budget forecasts a deficit of \$9.2 billion through Fiscal Year 2012-13, as the state continues to face challenges presented by a sluggish economy, high unemployment, and a myriad of structural budget issues, including high levels of debt and increasing pension liabilities. Temporary tax revenues of \$4.4 billion are included in the proposed budget and assume passage in November of initiatives that would increase income taxes on high earners and raise the sales tax rate by one-half percent. The remainder of the deficit is addressed through additional spending cuts and program realignments. As in the previous year, the proposed budget includes trigger cuts of \$5.4 billion, which provide for additional expenditure reductions if revenues do not materialize as forecast. Most of these cuts, over \$4.8 billion, would come from schools and community colleges. The deficit projected in the proposed budget grew to \$16 billion in May, indicating that lawmakers may have been optimistic in projecting revenues for the current year.

In June 2011, the state legislature passed ABx1 26 and ABx1 27, dissolving Redevelopment Agencies (RDA) in the state of California. In December 2011, the California Supreme Court upheld ABx1 26 and invalidated ABx1 27, which upheld the California legislature's decision to dissolve RDAs and eliminated alternative options allowed under ABx1 27. Local RDAs were required to transfer all assets and obligations to successor agencies, effective February 1, 2012, as the wind down process begins.

### **LOOKING FORWARD**

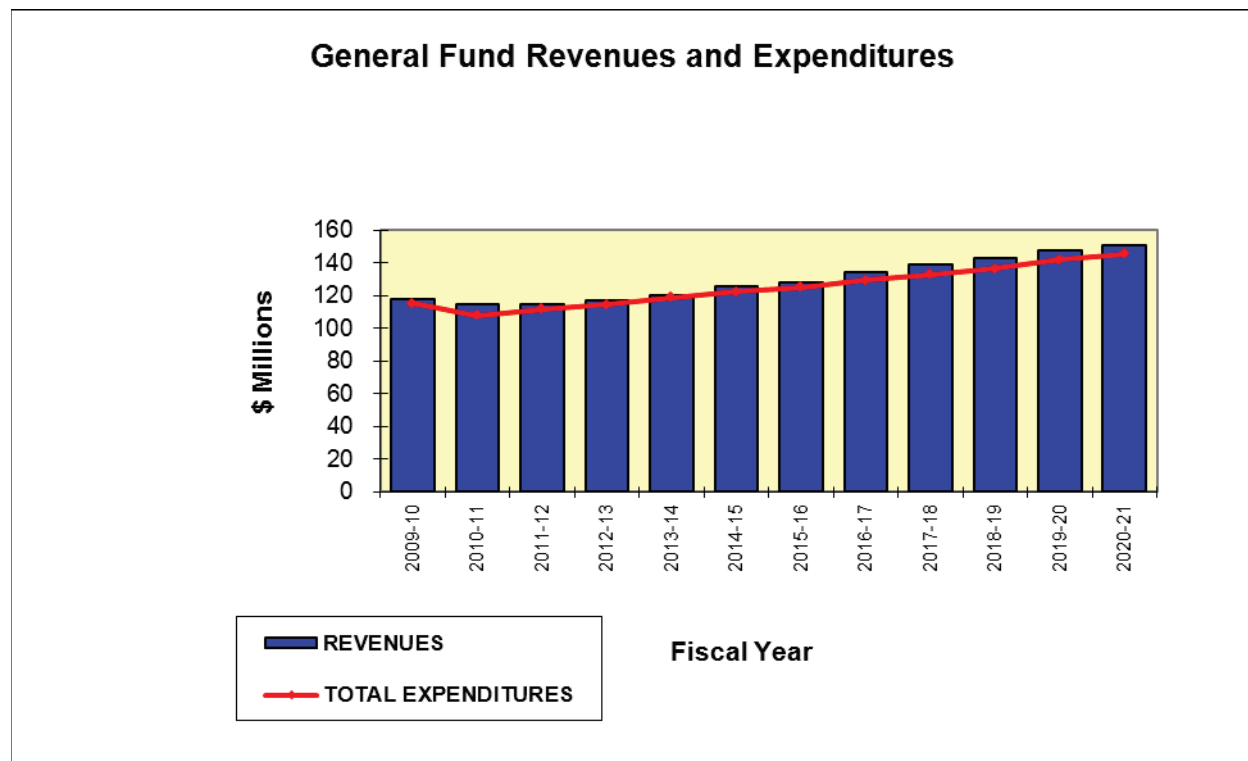
In order to strategically address the future needs of the city and to ensure that we maintain a structurally balanced budget in the long term, the city prepares a ten-year financial forecast. Revenue projections are developed based on current and forecasted economic variables at the national, state, and local levels, and provide city leaders with some measurement of future capacity to support city programs and services. In recent years, revenue growth has become more difficult to project in the long-term, as we find ourselves in an economic climate that changes rapidly and unpredictably, and the forecast allows decision makers to adjust for these changes. The ten-year forecast is updated frequently to avoid potential pitfalls and to ensure that we identify and resolve fiscal challenges and continue to develop a balanced and responsible budget.

Over the past several years, the city has addressed the budgetary challenges brought on by the recent recession and taken deliberate measures to continue to allocate resources in a responsible manner, minimizing the impact to users of city services. These measures included a reduction in full-time and hourly full-time equivalent (FTE) positions, delaying the construction of non-essential capital projects, reducing the funding for capital outlay and goal projects,

## CITY OF CARLSBAD BUDGET HIGHLIGHTS

reducing and/or eliminating cost of living salary increases, requiring employees to pay a larger portion of their retirement costs, using technology and other tools to create efficiencies, and reducing certain non-essential service levels with a minimal impact to the community.

The ability to anticipate changes in revenue sources and to balance those resources against the costs related to ongoing and future programs, services, and infrastructure requirements is critical to the financial health of the city. The city relies on the General Fund forecast to effectively manage fiscal resources and map a sustainable and responsible path for attaining the goals of the community. The tumultuous economic environment experienced in the past few years makes this long-term perspective even more important.



Overall, General Fund revenues are expected to cover ongoing costs in the coming decade, as depicted in the graph above. The forecast assumes limited growth in residential and commercial development over the next decade and captures the expected revenue impacts from major projects that are expected to be completed during the forecast period. Ongoing transfers to the Carlsbad Crossings Golf Course are expected to continue over the forecast period; however, the transfer decreased from \$1.4 million in the current fiscal year to approximately \$950,000 in FY 2012-13, and is expected to decrease to \$700,000 by FY 2015-16. The operating costs of new city facilities supported by the General Fund, such as Alga Norte Park and the City of Carlsbad's Safety Training Center, are also captured in the ten-year forecast. Economic conditions at the national, state, and local level are expected to continue improving at a modest rate and to provide a boost to most of our major sources of revenue. Home sales, however, are not expected to increase in the next fiscal year and values will continue to subdue property tax receipts.

The forecast assumes that General Fund revenues will increase by less than two percent in FY 2012-13, as improving economic conditions buoy revenues from sales taxes and TOT. To project the expenditures, all known changes in personnel and maintenance and operations costs are accounted for. However, the effects of future negotiations with employee bargaining units are not contemplated in the current ten-year forecast. The city is currently undertaking an

## **CITY OF CARLSBAD BUDGET HIGHLIGHTS**

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evaluation of services in order to pursue a managed competition process, known as Best Value Services. The financial impact of a change in service delivery is also not considered in the ten-year forecast.

The forecast assumes that the city's cost for employee health care will increase by 5 percent, annually, over the life of the forecast. Pension plan costs will increase in FY 2012-13 by approximately 3.25 percent for miscellaneous employees and 3.5 percent for safety employees, due primarily to investment losses sustained by CalPERS in FY 2008-09 and updated actuarial assumptions. The forecast also assumes that \$1.8 million is set aside in FY 2012-13 to stabilize future CalPERS increases or to address unfunded liabilities in both the safety and miscellaneous retirement plans. The forecast further assumes that no new positions are authorized, except those that may be related to the operating costs of new city facilities supported by the General Fund. Negotiated salary step increases and cost of living increases between 0.5 percent and 2 percent have been added to personnel costs. The contribution from the General Fund to the Infrastructure Replacement Fund is forecasted to remain at 6.5 percent of General Fund revenues. Finally, the forecast includes estimated operating costs for all capital projects in the timeframes shown in the Capital Improvement Program (CIP).

As indicated in the above graph, the General Fund is balanced for FY 2012-13 and modest surpluses are anticipated after that. However, Carlsbad still faces economic challenges from a fluctuating economy, continued fixed costs increases, and concerns over the impact that budget decisions at the state and federal levels could have on the city's financial situation. While the ten-year forecast employs conservative estimates, these modest surpluses could evaporate if the economy stumbles.

### **FINANCIAL POLICIES**

The city has formally adopted a number of financial policies to not only safeguard city assets, but also to assist in ensuring long-term financial stability.

The city's General Fund reserve policy sets a minimum reserve of 30 percent of the General Fund Operating Expenditures. In addition, the policy sets a target reserve of 40 percent to 50 percent of General Fund Operating Expenditures. The minimum reserve may be used for cash flow needs necessitated by unforeseen emergencies, while reserves in excess of the minimum will be used only for one-time uses associated with unexpected events, such as economic downturns or temporary reductions in revenues. In general, General Fund reserves will be used for one-time uses only. The reserve level, which includes undesignated, unreserved fund balance, will be calculated using the prior fiscal year's Adopted General Fund Budgeted expenditures.

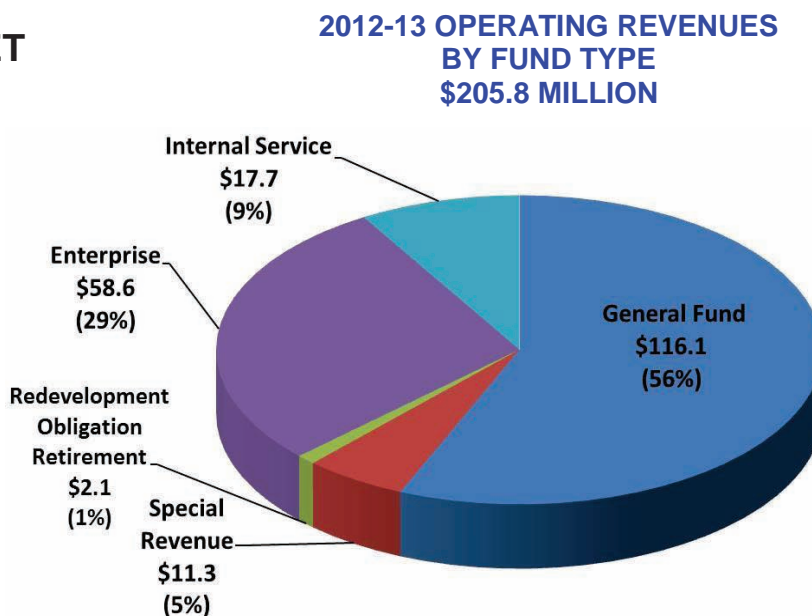
The city has also established a formal Investment Policy. It is the policy of the City of Carlsbad to invest public funds not required for immediate day to day operations in safe, liquid and medium-term investments that shall yield an acceptable return while conforming to all California statutes. It is intended that the policy cover the investment activities of all contingency reserves and inactive cash under the direct authority of the city. Investments of the city and its component units will be made on a pooled bases; however, investments of bond proceeds will be held separately if required.



## OPERATING BUDGET

### Revenue Projections

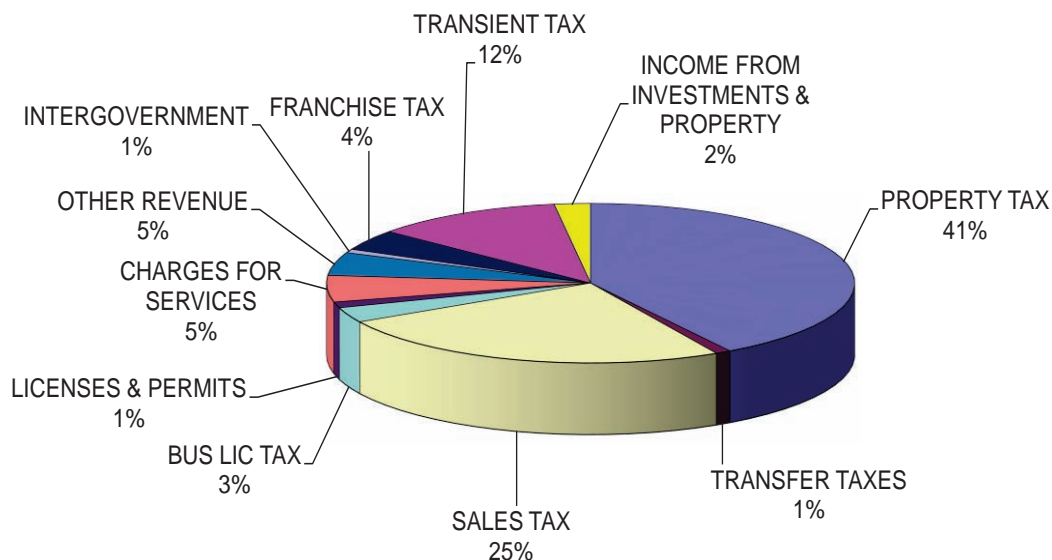
The city's operations are divided into various funds. Each fund has been established because of certain restrictions placed on the use of the resources received by that fund. Any unrestricted funds are placed in the General Fund. Estimated revenues for the city's five fund types are shown on the accompanying graph.



### General Fund

The fund receiving the largest slice of the revenues is the General Fund, with estimated revenues of \$116.1 million for Fiscal Year 2012-13. The General Fund pays for most of the city services available to city residents. The majority of the General Fund revenues are derived from taxes. The following graph illustrates the sources of revenue to the General Fund.

### 2012-13 GENERAL FUND REVENUES \$116.1 MILLION



## **CITY OF CARLSBAD BUDGET HIGHLIGHTS**

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Property taxes, at \$47.8 million, are the largest General Fund revenue. The city receives only about 18 percent of the property taxes paid by its citizens. The remainder of the tax goes to the school districts, the state, and other various agencies.

Sales tax is the second largest source of revenue for the General Fund. Sales taxes are estimated to bring in \$28.8 million for Fiscal Year 2012-13. Automobile and retail sales are the most significant contributors to the category of sales tax.

Transient occupancy taxes (hotel taxes) are estimated at \$13.5 million and represent the third largest revenue source for the city. Franchise taxes, transfer taxes, and business license taxes make up the remaining \$9.5 million in tax revenues estimated to be collected in Fiscal Year 2012-13.

Intergovernmental revenues are revenues collected by the State and other governmental agencies and allocated to the city based on a formula. Examples of intergovernmental revenues include motor vehicle license fees, State mandated cost reimbursements, and homeowner's exemptions. Intergovernmental revenues are estimated at approximately \$900,000 for the upcoming year.

Licenses and permits account for \$1.4 million of the General Fund revenues and include building permits and other development-related permits. Charges for services are estimated to be \$6.2 million and include fees for engineering, planning, building, recreation, and ambulance services. Income from investments and property are estimated at \$2.6 million.

Other General Fund revenue sources include charges collected from other departments, fines and forfeitures, and miscellaneous revenues. Those sources total \$5.4 million

### ***Special Revenue Funds***

Revenues from Special Revenue funds are estimated at \$11.3 million for Fiscal Year 2012-13. Funds collected in this category are legally restricted to specified purposes. Examples of funding resources include donations, grants, and special assessments. The types of functions supported with Special Revenue funds include programs such as Section 8 Housing Assistance, Housing Trust Fund, Community Development Block Grants (CDBG), and maintenance and assessment districts.

### ***Enterprise Funds***

Enterprise funds revenues make up the second largest revenue group, totaling \$58.6 million. Enterprise funds operate similar to a business in that they charge fees to cover the cost of their services. Examples of the city's enterprises include water and wastewater services and solid waste management.

### ***Internal Service Funds***

Internal Service fund revenues, projected to be \$17.7 million, are derived from charges to the city programs that benefit from the services rendered. The funds collected must be used specifically to support the internal service. Examples of the city's Internal Service funds include General Liability, Self Insured Benefits, Information Technology, Workers' Compensation, and Vehicle Maintenance and Replacement.

### ***Redevelopment Obligation Retirement Funds***

The Redevelopment Obligation Retirement Fund (RORF) revenues are expected to total \$2.1 million in the upcoming year. On June 29, 2011, California Governor Jerry Brown signed ABX1 26 to dissolve all redevelopment agencies within the State of California. All agencies were subsequently dissolved as of February 1, 2012, and a Successor Agency was designated to complete the work of the Carlsbad Redevelopment Agency (RDA) and satisfy the financial obligations. A Recognized Obligation Payment Schedule (ROPS) was prepared by the Successor Agency in April 2012 which must ultimately be approved by the Oversight Board, the

## CITY OF CARLSBAD BUDGET HIGHLIGHTS

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County of San Diego and the State of California. The initial ROPS identified financial commitments of the former RDA which will be paid from semi-annual tax increment revenue received by the Successor Agency. Every six months a new ROPS must be prepared and approved by the Oversight Board, the County of San Diego and the State of California in order to receive additional tax increment. Due to the dissolving of the RDA, the RORF will only receive tax increment revenues and interest earnings on any cash balances. Tax increment revenues are projected to decrease due to the increase in County of San Diego administrative costs which are netted against the tax increment revenues received by the Successor Agency.

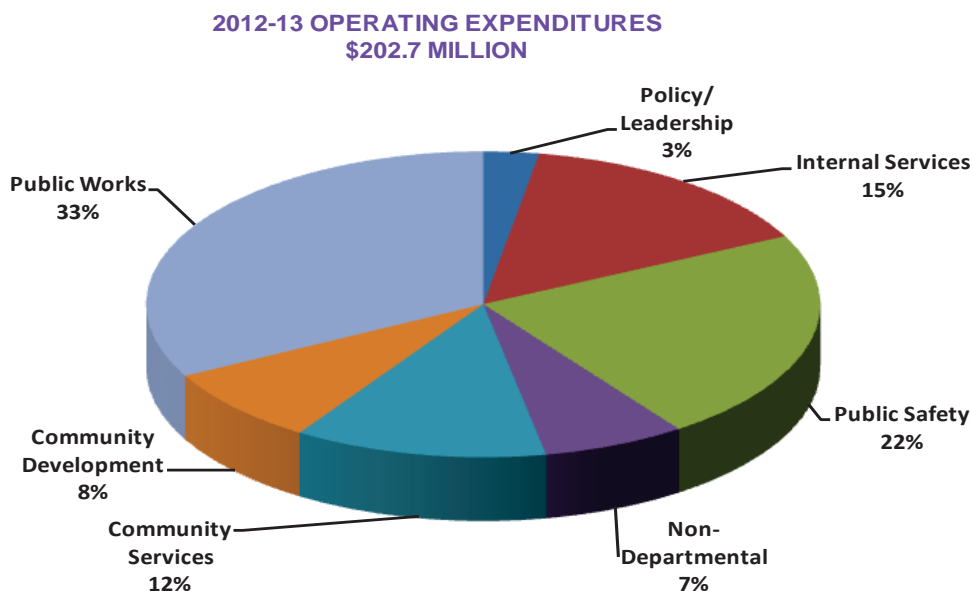
### Operating Budget By Program

The total Operating Budget adopted for the city for FY 2012-13 equals \$202.7 million, which is approximately 4.6 percent higher than the Operating Budget adopted for FY 2011-12. The Operating Budget includes funding for the General Fund as well as all other city funds, and can be categorized by main functional area. Six main functional areas that represent the key businesses of the city have been identified, as well as a Non-Departmental component which includes fund transfers as well as items that benefit the city as a whole. The graph below shows the percentage of the Operating Budget applicable to each of the functional areas.

Total funding allocated for the Policy and Leadership Group for 2012-13 is \$5.4 million. This group encompasses all elected officials and the chief executive offices for the city. These include the offices of the City Council, City Manager, City Clerk, City Attorney, and City Treasurer, as well as the communications and records management functions.

Internal Services, with a budget of \$30.4 million, includes finance, purchasing, human resources, information technology, property and environmental management, fleet maintenance and replacement, self-insured benefits, risk management, and workers' compensation. These areas mainly provide services to internal city departments.

Public Safety services are funded at \$45.6 million and include all of the police and fire programs such as police patrol, vice/narcotics, juvenile diversion and DARE programs, fire emergency operations, fire prevention and emergency preparedness.



## **CITY OF CARLSBAD BUDGET HIGHLIGHTS**

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Community Development, with a budget of \$16.4 million, provides the services that guide and oversee the planning and development of Carlsbad as depicted in the city's General Plan. The General Plan is the base document that expresses the goals and public policy relative to future land use. It acts as a "constitution" for development and is the foundation upon which all land use decisions are based. Also included under Community Development are building and code enforcement, volunteer programs, neighborhood services, and housing and redevelopment programs.

Community Services, with a budget of \$24.6 million, is made up of the library, parks and recreation, cultural arts, and seniors programs. These programs are provided to a wide range of people and assist in their education and cultural development.

The functional area requiring the largest amount of funds is Public Works, with a budget of \$66.3 million. Public Works is responsible for the provision of utility services as well as the building and maintenance of all of the city's streets and roadways. It is comprised of the water, sewer, and solid waste enterprise funds, as well as the Transportation Department and lighting and landscaping special assessment districts.

The Non-Departmental and Contingency accounts total \$13.9 million and include transfers to other funds, programs benefiting the city as a whole, such as community promotions, community contributions, assessment services, and the City Council's contingency account. Included in the non-departmental group is a \$7.5 million transfer to the Infrastructure Replacement Fund. This program sets aside funds for the replacement of the city's base infrastructure. Also included is a \$1.8 million transfer to the city's self-insured benefits fund to assist with anticipated future pension rate increases. The City Council contingency account, which is available for emergencies and unforeseen program needs that arise during the year, is budgeted at \$1.5 million. The contingency account amounts to 1.3 percent of the FY 2012-13 General Fund budget.

### **Staffing**

The FY 2012-13 Operating Budget reflects a total net decrease of 9.75 full-time positions. The net decrease in part-time staff totaled 7.16 of hourly full-time equivalent positions. These changes result in a city workforce of 674.5 full and three-quarter time employees and 132.58 hourly FTE. The staffing changes in each of the city's programs are discussed more fully in the Operating Budget Overview.

## **CAPITAL IMPROVEMENT PROGRAM**

The City of Carlsbad's Capital Improvement Program (CIP) is a long-range planning document, which outlines the expenditure plan for current and future capital projects and the corresponding revenues to pay for those expenditures. Projects in the CIP consist primarily of new construction or major maintenance and replacement of city facilities such as parks, roads, civic facilities such as libraries, police and fire stations, and sewer, water, and drainage facilities. The Capital Improvement Program for 2012-13 totals \$28.9 million in new appropriations and an estimated \$201.7 million in continuing appropriations, for a total appropriation of \$230.6 million.

Some of the notable capital projects which are planned in the next five years are discussed on the following pages.

## CITY OF CARLSBAD BUDGET HIGHLIGHTS

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### *Park Development Projects*

Alga Norte Community Park and Aquatic Center – The park site is located on 32 acres in the Southeast Quadrant along Poinsettia Lane between El Camino Real and Alicante Road.

Amenities include:

- A 56 meter Olympic sized competition pool with viewing bleachers
- A 25 meter, 12 lane swim instruction pool
- A 10 by 25 foot therapeutic pool with jets
- A 22 foot diameter 6 inch deep kids pool
- A “spray-ground” play area for young children
- Three lighted softball/baseball fields
- One lighted full basketball court and one half court
- Batting cages and a concession stand at the ball fields
- Picnic areas with barbecues
- Playground with 100 percent universally accessible play equipment
- An off-leash dog park divided into areas for larger and smaller dogs, including obstacle course-type play equipment
- A 18,500-square-foot lighted skate park that will include a "street course" section, an area with challenging elements for more skilled skateboarders and a beginners' area

The swimming pool complex was one of the projects approved by the voters through Proposition C in 2002. Construction of Phase 1 will begin in the summer of 2012.

Leo Carrillo Phase III –Phase III includes the renovation of additional buildings, construction of additional restrooms and an arboretum area. The total cost of the remainder of Phase III is approximately \$1.9 million and design is expected to begin in FY 2014-15.

### *Civic Facilities*



Civic facilities include a variety of facilities from which the city can offer its services to the public.

Fire Station No. 3 Relocation – Fire Station No. 3 is currently located at the corner of Chestnut and Catalina. As the city grows eastward, relocation of this station is needed to help ensure a six minute response time. The land was previously acquired in the Robertson Ranch site, and the remaining construction cost is estimated at \$8.6 million.

Maintenance and Operations Center – The city has planned the construction of a Maintenance and Operations Center (M&O Center) to physically bring together the citywide maintenance functions into a single facility. The M&O Center will be located on the available property adjacent to the Fleet Maintenance/Public Safety Center. It is anticipated that the M&O Center will include offices and support space, workshops, outside storage, warehouse space and parking to accommodate the city's maintenance personnel. This combined group of maintenance functions may include segments of the Utilities, Transportation, Parks and Recreation, and Property and Environmental Management departments. The cost of the project is approximately \$28.1 million.

Facilities Maintenance – As the city facilities begin to age, maintenance and repair projects are needed to keep them in good condition. Four projects have currently been identified at a total



## CITY OF CARLSBAD BUDGET HIGHLIGHTS

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cost of about \$700,000. Included are roof renovation and replacement projects, City Hall electrical upgrades, and exterior waterproofing at the Safety Center.

### *Street Projects*

Traffic congestion continues to be one of the top concerns among citizens. To help improve the flow of traffic throughout Carlsbad and to keep the city's streets in top condition, there are a number of street projects expected to be completed in the next five years. Some of the larger street projects include:



Traffic Signal Program – In keeping with the City Council's goal of improving traffic flow, the FY 2012-13 CIP includes additional funding of \$2.5 million for the Traffic Signal Program. This project will upgrade traffic signal hardware and software in conjunction with the creation of a communications network that will be used to manage traffic signal operations and thereby improve the flow of traffic.

Another area of focus is a concept called “complete streets” which encourages the use of street design to create a sense of place and community through green spaces, medians and signage, while encouraging a healthier, less vehicle dependent lifestyle. The City Council identified complete streets as a top priority. One project which incorporates these concepts could begin this fall with construction of a traffic circle “roundabout” along the northern end of Carlsbad Boulevard next to Buena Vista Lagoon, making it easier for vehicles, pedestrians and bicyclists to move through the intersection.



Avenida Encinas Widening - Widening to full secondary arterial standards along Avenida Encinas from Palomar Airport Road to just south of Embarcadero Lane is scheduled for design in FY 2014-15. The CIP includes \$5.4 million to fund this project in the next five years.

El Camino Real Widening – There are a number of projects that are scheduled over the next five years that will focus on the widening of El Camino Real to prime arterial roadway standards. The projects include widening from Cassia Road to Camino Vida Roble, Arenal Road to La Costa Avenue, Lisa Street to Crestview Drive and Tamarack to Chestnut. The total estimated cost for these projects is \$19.7 million.

Pavement Management – Carlsbad's local streets are maintained on a regular cycle to ensure a good riding surface and to extend the life of the streets. Part of the maintenance program is the sealing and overlay of the existing street surface. In addition, any problem areas are addressed as they are identified. The FY 2012-13 CIP has \$3.7 million budgeted for this program.

Magnolia and Valley Sidewalk and Street Construction – Planned construction includes street widening and sidewalk improvements along portions of Valley Street and Magnolia Avenue in the vicinity of Carlsbad High School, Valley Middle School, and Magnolia Elementary School. The total cost is estimated at \$2 million.

## CITY OF CARLSBAD BUDGET HIGHLIGHTS

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### *Water and Wastewater Projects*

The city's water and wastewater projects are vital to the continued health and welfare of its citizens. Most new lines are built and paid for by developers. As the city ages, it will become necessary to repair and replace the lines that already exist, and an increase in these projects is anticipated in future years. In the next five years additional funding, in excess of \$67 million is scheduled for these projects.

Vista/Carlsbad Interceptor & Agua Hedionda Lift Station Replacement – This project consists of a set of individual projects that will ultimately construct a parallel sewer interceptor system to accommodate existing and future sewer flows from the cities of Vista and Carlsbad. The individual projects include a main in Jefferson Street, replacement of the Agua Hedionda Lift Station, and a main from the lift station to the Encina Wastewater Facility. The overall total cost estimate for this set of projects totals \$55.1 million, of which an estimated \$17.3 million is to be funded by the City of Carlsbad, with the remainder of \$37.8 million to be funded by the City of Vista.

Other major wastewater facilities scheduled for construction or replacement within the next five years include:

- Buena Interceptor Sewer Improvements
- Foxes Landing Lift Station and Forcemain
- Home Plant Lift Station Replacement and Forcemain
- Terramar Sewer Replacement
- Vancouver Sewer Extension

### Water/Recycled Water Lines

Major water/recycled water facilities scheduled for construction or replacement within the next five years include:

- College Boulevard – Cannon to Badger Lane
- Maerkle Floating Cover Replacement and Pump Station Improvements
- Robertson Ranch Water Transmission Main
- Tri-Agencies Water Transmission Pipeline Replacement
- Reservoir Repair/Maintenance Program
- Recycled Water Service to South Carlsbad

### *Drainage Projects*

The city's drainage infrastructure plays an important role in handling storm water runoff flows, as well as maintaining the water quality of the city's creeks, lagoons and ocean. Carlsbad supports programs that will ensure that all water bodies within the city are safe and clean, and where possible, open to the public at all times. The system consists of drainage pipes 30-inches or larger in diameter, large concrete and rock lined channels, permanent sedimentation basins and miscellaneous large facilities. As the city continues to age, it will become necessary to repair and replace the lines that already exist. An increase in these projects is anticipated in future years.

Northwest Quadrant and Park Drive Drainage Improvements – The next five years include continued improvements to drainage systems in the older parts of Carlsbad, particularly the northwest quadrant, with an additional \$2.3 million programed.

### **SUMMARY**

The FY 2012-13 budget was prepared against the backdrop of a mildly improving economy, especially at the regional level. City revenues, especially those derived from taxable sales and tourism, are expected to continue improving over the coming year. Increasing revenues, coupled with the ongoing effects of budget reductions implemented in past years, positions Carlsbad to benefit from future improvements in economic conditions. The city is also in the midst of a comprehensive review of our service delivery methods, and is focused on providing services at the best value, identifying services that can be provided in a more efficient manner by the city or outsourced to private vendors.

National, state, and local economies showed slight improvements in the past year, but the slow recovery could face challenges, from instability in Europe to the domestic uncertainty surrounding future tax rates in the United States. Unemployment remains stubbornly high and housing markets are showing only marginal improvement, indicating that the economy will continue to creep along at a sluggish pace for the foreseeable future. Although our forecast indicates improving conditions in the coming years, the FY 2012-13 budget maintains the fiscal discipline exercised by the city over the past several years. No new programs, services or positions are proposed to be added in the coming year.

The City of Carlsbad continues to exercise fiscal responsibility. The city continues to plan for the long-term and uses a ten-year financial forecast in creating the budget. This long-term planning tool allows us to model the effects of ongoing fiscal impacts from new facilities, economic conditions, and changes in personnel costs. The FY 2012-13 budget presents our continued dedication to the provision of excellent city services and the quality of life valued by those who live, work and play in Carlsbad.

### **DEBT MANAGEMENT ISSUES**

The use of debt has always been a primary issue in the development of the Capital Improvement Program and the policies to implement the Growth Management Program. Over the years, the city has issued millions of dollars of bonds and Certificates of Participation (COPs) to fund streets, buildings, sewer and water facilities, open space acquisitions, and other infrastructure projects. The city is continually evaluating its outstanding debt as well as potential future issues to ensure that interest costs are kept at a minimum and the use of the bond funds is appropriate.

Under state finance law, the city's outstanding general obligation debt may not exceed 15 percent (as adjusted by 25%, per the law) of total assessed property value. By law, the general obligation debt subject to the limitation may be offset by amounts set aside for repaying general obligation bonds. For the last 10 years, the city's general obligation debt has been under 5% of the total calculated debt limit.

Since Fiscal Year 2008-09, no debt service payments have been required of the General Fund, and no new debt is anticipated for the General Fund in the coming year. Of the approximately \$113 million of debt currently outstanding, none will be paid back using General Fund monies. Rather, the debts will be repaid from sewer revenues, golf course revenues and from property owners benefiting from the improvements built with bond proceeds. The city has no obligation to advance funds to the assessment districts if the property owners do not pay.

The table on the following page provides additional information on debt issued by the City of Carlsbad.

## CITY OF CARLSBAD BUDGET HIGHLIGHTS

The following table identifies the debt the city has issued, the outstanding principal balance, the 2012-13 scheduled principal and interest payments, and the scheduled year of payoff.

City of Carlsbad Debt Outstanding						
Bond Name	Repayment Source	Original Bond Issue	Outstanding Principal At 6/30/12	2012-13 Payment P&I	Final Payment FY	
<b>Carlsbad Public Financing Authority Bonds</b>						
Revenue Bonds	Golf Course Enterprise Revenue	\$ 18,540,000	\$ 17,345,000	\$ 1,111,600	2037	
<b>1996 Refunding Encina JPA</b>						
Tax Allocation Bonds	Sewer Enterprise Revenue	\$ 11,080,000	\$ 2,585,000	\$ 931,469	2015	
<b>1993 Redevelopment</b>						
Tax Allocation Bonds	Redevelopment	\$ 15,495,000	\$ 9,195,000	\$ 1,039,627	2024	
<b>CFD #3 2006 -Improvement Area 1</b>						
Special Tax Bonds	Special District	\$ 11,490,000	\$ 10,540,000	\$ 758,996	2037	
<b>CFD #3 2008-Improvement Area 2</b>						
Special Tax Bonds	Special District	\$ 18,175,000	\$ 13,895,000	\$ 1,056,293	2039	
<b>Subtotals</b>		<b>\$ 74,780,000</b>	<b>\$ 53,560,000</b>	<b>\$ 4,897,985</b>		
<b>2005 Poinsettia Lane East (AD 2002-1)</b>						
Limited Obligation Improvement Bonds	Assessment District	\$ 33,085,000	\$ 29,315,000	\$ 2,130,421	2036	
<b>2003 College Boulevard-Cannon Road (AD 2003-1)</b>						
Limited Obligation Improvement Bonds	Assessment District	\$ 11,760,000	\$ 10,385,000	\$ 832,948	2035	
<b>1997 Carlsbad Ranch (AD 95-1)</b>						
Limited Obligation Improvement Bonds	Assessment District	\$ 10,175,438	\$ 5,705,000	\$ 693,140	2023	
<b>1998 Rancho Carrillo (AD 96-1)</b>						
Limited Obligation Improvement Bonds	Assessment District	\$ 19,600,000	\$ 13,635,000	\$ 1,245,163	2029	
<b>Subtotals</b>		<b>\$ 74,620,438</b>	<b>\$ 59,040,000</b>	<b>\$ 4,901,672</b>		
<b>Totals</b>		<b>\$ 149,400,438</b>	<b>\$ 112,600,000</b>	<b>\$ 9,799,657</b>		



# BUDGET SUMMARY

## FISCAL YEAR 2012-13

PROGRAM AREA	PROJECTED BALANCE JULY 1, 2012	ESTIMATED REVENUES	ADOPTED BUDGET	FUND TRANSFERS & CHANGES	PROJECTED BALANCE JUNE 30, 2013
<b>OPERATING BUDGET</b>					
Policy / Leadership Group			5,411,313.00		
Internal Services			30,423,271.00		
Community Development			16,397,046.00		
Community Services			24,623,782.00		
Public Safety			45,624,326.00		
Public Works			66,342,006.00		
Non Departmental & Contingencies			13,921,396.00		
Golf Course				-	
<b>SUBTOTAL OPERATING</b>	<b>\$ 133,811,902</b>	<b>\$ 205,777,495</b>	<b>\$ 202,743,140</b>	<b>\$ -</b>	<b>\$ 136,846,257</b>
<b>CAPITAL IMPROVEMENT PROGRAM</b>					
Fiscal Year 2012-13	\$ 476,079,412	\$ 35,481,568	\$ 28,906,672		\$ 482,654,308
2011-12 Continuing Appropriations					(201,736,229)
Projected CIP Fund Balance at June 30, 2013					280,918,079
<b>TOTAL OPERATING AND CAPITAL</b>	<b>\$ 609,891,314</b>	<b>\$ 241,259,063</b>	<b>\$ 231,649,812</b>	<b>\$ -</b>	<b>\$ 417,764,336</b>

## FISCAL YEAR 2011-12

PROGRAM AREA	PROJECTED BALANCE JULY 1, 2011	PROJECTED REVENUES	ESTIMATED EXPENDITURES	FUND TRANSFERS & CHANGES	PROJECTED BALANCE JUNE 30, 2012
<b>OPERATING BUDGET</b>					
Policy / Leadership Group			4,992,042.00		
Internal Services			27,272,913.00		
Community Development			15,408,302.00		
Community Services			24,356,940.00		
Public Safety			45,640,599.00		
Public Works			63,715,256.00		
Non Departmental & Contingencies			14,384,741.00		
Golf Course				0	
Changes in Reservations and Designations				(1,252,000)	
<b>SUBTOTAL OPERATING</b>	<b>\$ 130,775,798</b>	<b>\$ 200,058,897</b>	<b>\$ 195,770,793</b>	<b>\$ (1,252,000)</b>	<b>\$ 133,811,902</b>
<b>CAPITAL IMPROVEMENT PROGRAM</b>					
Fiscal Year 2011-12	\$ 424,985,001	\$ 78,793,637	\$ 27,699,226		\$ 476,079,412
<b>TOTAL OPERATING AND CAPITAL</b>	<b>\$ 555,760,799</b>	<b>\$ 278,852,534</b>	<b>\$ 223,470,019</b>	<b>\$ (1,252,000)</b>	<b>\$ 609,891,314</b>

## PERSONNEL ALLOCATIONS

	FINAL BUDGET 2010-11	FINAL BUDGET 2011-12	FINAL BUDGET 2012-13	2012-13 CHANGES
CITY ATTORNEY	7.00	7.00	7.00	0.00
CITY COUNCIL	1.00	1.00	1.00	0.00
CITY MANAGER	8.00	7.00	7.00	0.00
CITY TREASURER	0.75	0.75	0.75	0.00
COMMUNICATIONS	2.75	2.75	2.75	0.00
COMMUNITY AND ECONOMIC DEVELOPMENT	54.00	50.00	47.00	(3.00)
FINANCE AND RISK MANAGEMENT	30.50	30.50	30.50	0.00
FIRE	88.75	87.75	87.75	0.00
HOUSING AND NEIGHBORHOOD SERVICES	11.00	13.00	10.00	(3.00)
HUMAN RESOURCES & WORKERS COMP	9.00	9.00	9.00	0.00
INFORMATION TECHNOLOGY	22.50	22.50	22.50	0.00
LIBRARY & ARTS	52.25	51.25	51.25	0.00
PARKS AND RECREATION	71.95	70.95	68.40	(2.55)
POLICE	162.00	162.00	161.00	(1.00)
PROPERTY AND ENVIRONMENTAL MANAGEMENT	41.60	39.60	40.55	0.95
RECORDS MANAGEMENT	8.00	6.25	6.00	(0.25)
TRANSPORTATION	58.40	54.40	54.40	0.00
UTILITIES	69.55	68.55	67.65	(0.90)
<b>FULL AND 3/4 TIME LABOR FORCE</b>	<b>699.00</b>	<b>684.25</b>	<b>674.50</b>	<b>(9.75)</b>

SUMMARY OF REQUESTED LABOR FORCE BY CATEGORY				
	2010-11	2011-12	2012-13	Difference
Full Time Personnel	694.50	679.75	669.00	(10.75)
3/4 Time Personnel in Full Time Count	4.50	4.50	4.50	0.00
Limited Term Personnel	0.00	0.00	1.00	1.00
Unfunded Full Time Positions	(6.00)	(3.00)	0.00	3.00
Hourly Full Time Equivalent Personnel	138.94	139.74	132.58	(7.16)
<b>TOTAL LABOR FORCE*</b>	<b>831.94</b>	<b>820.99</b>	<b>807.08</b>	<b>(13.91)</b>

## 2012-13 BUDGET CALENDAR

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DECEMBER	<ul style="list-style-type: none"><li>• Budget policies are set</li><li>• Capital Improvement Program (CIP) kickoff meeting</li></ul>
JANUARY	<ul style="list-style-type: none"><li>• Departments submit Capital Project requests</li><li>• Operating revenue is projected for the General Fund</li><li>• Operating budget manual is distributed to departments</li><li>• Operating Budget kickoff meeting</li></ul>
FEBRUARY	<ul style="list-style-type: none"><li>• Growth projections completed</li><li>• CIP analysis/review with departments.</li><li>• Budgets for Internal Service Funds are prepared</li></ul>
MARCH	<ul style="list-style-type: none"><li>• Leadership Team meetings to review CIP</li><li>• CIP revenue projections</li><li>• Departments submit Operating Budget requests</li><li>• Finance department analyzes and compiles Operating Budget submittals</li></ul>
APRIL	<ul style="list-style-type: none"><li>• Leadership Team – Final CIP Review</li><li>• Leadership Team meetings to review Operating Budgets</li></ul>
MAY	<ul style="list-style-type: none"><li>• CIP Budget Workshop: <b>May 22</b> Council meeting</li><li>• City Manager's Team - Final Operating Budget reviews</li><li>• Preliminary Operating Budget is sent to the printer</li><li>• City Council Program Options prepared</li></ul>
JUNE	<ul style="list-style-type: none"><li>• Operating Budget Workshop: <b>June 5</b> Council meeting</li><li>• Citizens Budget Workshop: <b>June 7</b></li><li>• Council adopts final budget including Operating Budget, Capital Improvement Program, and Annual Spending Limitation: <b>June 26</b> Council meeting</li></ul>

Operating Budget  
Capital Improvement Program (CIP)

# *California Society of Municipal Finance Officers*

*Certificate of Award*

## *Excellence Award in Operating Budget Fiscal Year 2011-2012*

*Presented to the*

*City of Carlsbad*

For meeting the criteria established to achieve the Excellence Award in Operating Budget.

February 29, 2012



*Scott Johnson*  
CSMFO President

*Chu Thai*  
Chu Thai, Chair  
Professional Standards and  
Recognition Committee

*Dedicated Excellence in Municipal Financial Reporting*





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Carlsbad  
California**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Sandison Jeffrey R. Egan*

President

Executive Director

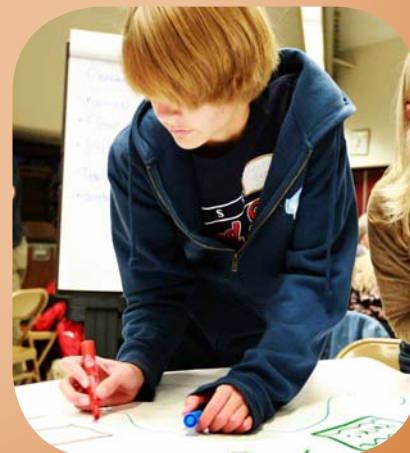
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Carlsbad, California** for its annual budget for the fiscal year beginning **July 1, 2011**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.













## 2012-13 OPERATING BUDGET OVERVIEW

The Operating Budget for Fiscal Year 2012-13 totals \$199.4 million, with revenues for the year estimated at \$205.8 million. General Fund revenues are estimated at \$116.1 million and General Fund budgeted operating expenditures are \$115.1 million.

### REVENUE

The following table shows the total operating revenues anticipated to be received by the city for FY 2011-12, as well as those estimated for FY 2012-13.

REVENUE SUMMARY BY FUND TYPE (in Millions)				
FUND	PROJECTED 2011-12	ESTIMATED 2012-13	\$ CHANGE	% CHANGE
GENERAL FUND	\$ 114.6	\$ 116.1	\$ 1.5	1.3%
SPECIAL REVENUE	12.0	11.3	(0.7)	-5.8%
ENTERPRISE	54.4	58.6	4.2	7.7%
INTERNAL SERVICE	15.9	17.7	1.8	11.3%
REDEV. OBLIG. RETIREMENT	3.1	2.1	(1.0)	-32.3%
<b>TOTAL</b>	<b>\$ 200.0</b>	<b>\$ 205.8</b>	<b>\$ 5.8</b>	<b>2.9%</b>

Revenue estimates for the Operating Budget indicate that the city will receive a total of \$205.8 million in FY 2012-13, a \$5.8 million, or 2.9 percent, increase over the prior year's projections. The significant changes from the prior year include a \$4.2 million, or 7.7 percent, increase in the Enterprise Funds due to proposed water and wastewater rate increases. The General Fund shows an increase of \$1.5 million, or 1.3 percent, and Special Revenue Funds show a decrease of \$700,000, or 5.8 percent, from the prior year. More information on the city's revenue sources can be found in the discussion that follows.

### General Fund

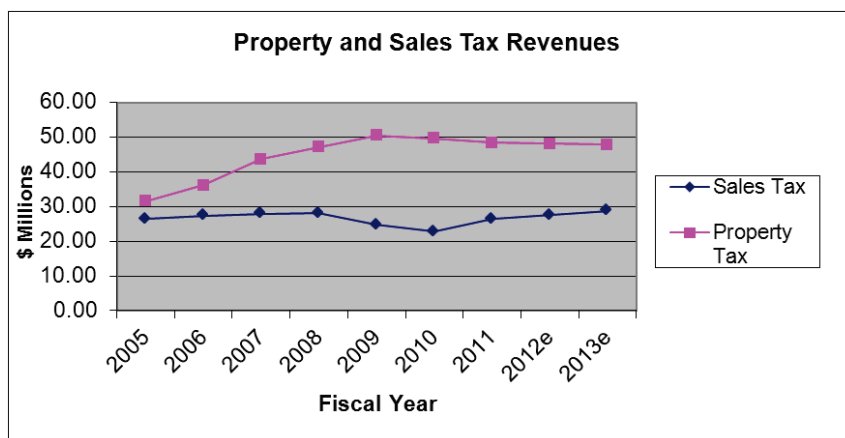
General Fund revenues provide a representative picture of the local economy. These revenues are of particular interest as they fund basic city services, such as Police, Fire, Library, Street and Park Maintenance, and Recreation programs. The table below provides a summarized outlook for the major General Fund revenues.

SIGNIFICANT GENERAL FUND REVENUES (In Millions)				
	PROJECTED 2011-12	ESTIMATED 2012-13	\$ CHANGE	% CHANGE
PROPERTY TAX	\$ 48.1	\$ 47.8	\$ (0.3)	-0.6%
SALES TAX	27.6	28.8	1.2	4.4%
TRANSIENT OCCUPANCY TAX	12.5	13.5	1.0	8.0%
FRANCHISE TAXES	4.8	4.9	0.1	2.1%
BUSINESS LICENSE TAX	3.7	3.6	(0.1)	-2.7%
DEVELOPMENT REVENUES	2.3	2.0	(0.3)	-13.0%
ALL OTHER REVENUE	15.6	15.5	(0.1)	-0.6%
<b>TOTAL</b>	<b>\$ 114.6</b>	<b>\$ 116.1</b>	<b>\$ 1.5</b>	<b>1.2%</b>

## 2012-13 OPERATING BUDGET OVERVIEW

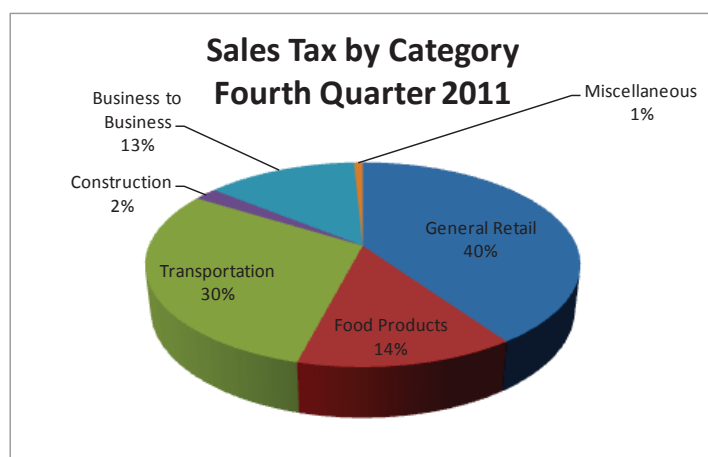
General Fund revenue sources indicate that Carlsbad is benefitting from an improving state and local economic climate. Two of our largest revenue sources, sales tax and transient occupancy tax (TOT) have exhibited healthy growth in FY 2011-12 and are expected to continue that trend in the coming fiscal year. Revenues from sales tax and TOT increase are highly sensitive to changes in the economic activity, unlike property tax revenues, which tend to lag behind economic growth and remain relatively stable over time. Home prices in Carlsbad have continued to fall over the past year and, in FY 2012-13, **property taxes** are expected to decrease slightly, providing approximately \$47.8 million to the General Fund, compared to \$48.1 million in FY 2011-12. This is based on a 1.2 percent estimated decrease in assessed valuation, as provided by the County Assessor in May 2012, partially offset by new construction that has occurred over the past year. The median single family home sales price in Carlsbad is fell to \$580,000 in March 2012, down over 7 percent from last year.

Property taxes tend to lag behind the rest of the economy, as the tax revenue for the upcoming fiscal year is based on assessed values from January. Thus, the taxes to be received for Fiscal Year 2012-13 are based on assessed values as of January 1, 2012.



Proposition 13, adopted in 1978, limits the annual increase in assessed values for property. Under this proposition, assessed values (and the related property tax) can grow by no more than two percent per year. The value upon which the tax is based is only increased to the full market value upon the sale of the property. Thus, property

taxes tend to grow slowly unless there is a significant amount of housing activity. In past decade, we have seen robust growth in property taxes due to new development, high turnover of existing homes, and double-digit growth in housing prices.



Changes in sales tax revenue align more closely with changes in the overall condition of the economy, and are expected to increase as the current economic recovery gains steam. **Sales taxes** are expected to total \$28.8 million for FY 2012-13, an increase of 4.4 percent compared to the FY 2011-12 projections. Approximately 25 percent of Carlsbad's sales tax revenue is historically generated from automobile sales, which slumped significantly during the recent economic downturn.

New auto sales are expected to stabilize at around \$5.7 million in FY 2012-13, as Carlsbad recognized substantial growth in auto sales of around 18 percent in CY 2011. California auto dealers, in general, sold 1.3 million cars, an annual improvement of almost 10 percent and trucks in 2011, with the Honda Civic being the top seller. Much of this growth was attributed to latent demand, which is unlikely to continue this rate of growth. General retail sales tax, which comprises approximately 40 percent of annual sales tax revenue, grew by 8.1 percent in CY

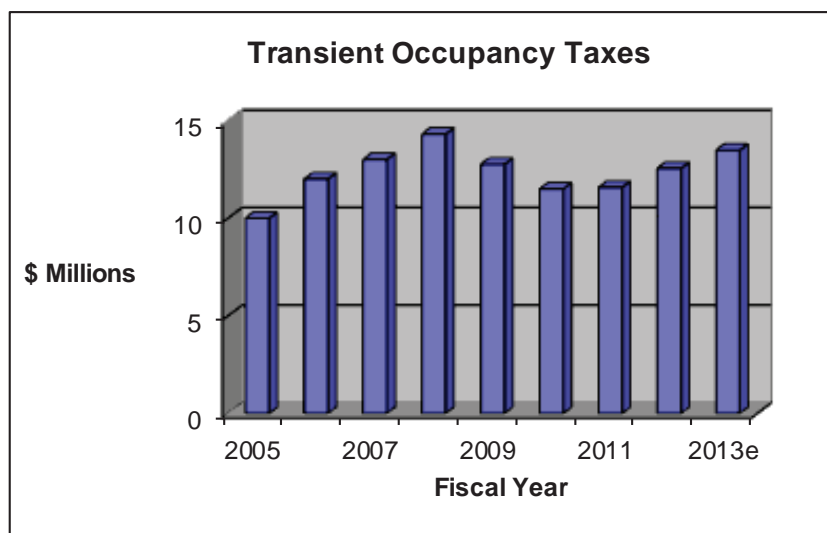
## 2012-13 OPERATING BUDGET OVERVIEW

2011, outpacing the statewide growth rate of 4.5 percent. Like auto sales, retail sales tax receipts are expected to grow at a slower rate in FY 2012-13. The budget for FY 2012-13 includes additional sales tax revenues generated from new retail activity, such as the opening of the Ponto Hilton.

Several years ago, the State of California implemented the “Triple Flip.” The “Triple Flip” is essentially a temporary swap of a ¼ cent of the cities’ sales taxes in return for property tax. It was done in order to give the state a revenue source against which they could issue deficit reduction bonds. The city’s sales tax estimates continue to show this amount as sales tax since the amount is reflective of what the city would receive.

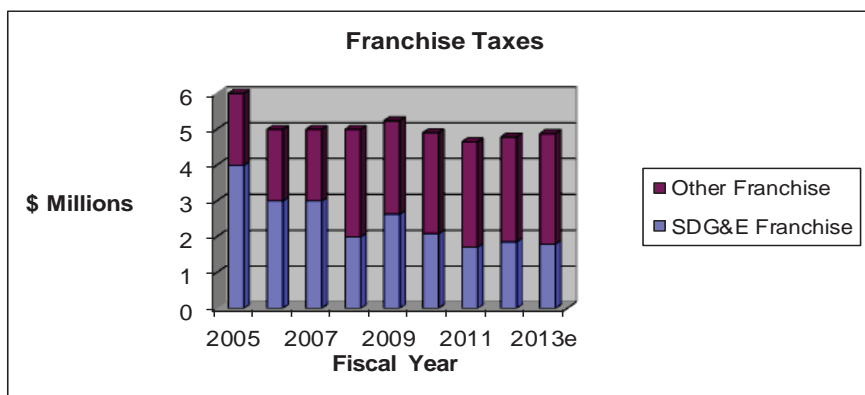
As can be seen in the chart on the previous page, the city’s sales tax base is heavily weighted in the transportation (predominantly new car sales) and retail sectors. These two sectors make up approximately 70 percent of the city’s sales tax base and were negatively impacted by the recent economic recession. During FY 2011-12, sales tax revenues, especially in the auto and retail sectors, increased as a slow economic recovery took root in San Diego.

Sales tax estimates also include approximately \$800,000 in Proposition 172 funds, which are earmarked for public safety service expenditures. Proposition 172 requires that the ½ cent increase in California sales taxes be allocated to local agencies to fund public safety services.



The third highest General Fund revenue source is **Transient Occupancy Taxes** (TOT, or hotel taxes), estimated at \$13.5 million for FY 2012-13, an increase of 8 percent compared to FY 2011-12 estimates. Growth in the TOT base (existing hotels) is expected to increase by 3.5 percent in FY 2012-13, driven primarily by forecast increases in the average daily rate paid for rooms. The Ponto Hilton, a new hotel, is also expected

to open in the summer of 2012 and add additional TOT revenues. TOT revenues peaked in FY 2007-08 at \$14.3 million and, during the economic downturn, fell to a low of \$11.5 million in FY 2009-10. As the graph indicates, this sector appears to be on the mend.



One of the more volatile General Fund revenues is the **Franchise Tax**. Franchise taxes are paid by certain industries that use the city right-of-way to conduct their business. The city currently has franchise agreements for cable TV service, solid waste services, cell sites, fiber

## **2012-13 OPERATING BUDGET OVERVIEW**

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optic antenna systems and gas and electric services. The cable and solid waste franchises have been growing along with the growth in population, changes in their rate structures, and the continued growth of the city's newest cable franchises, AT&T and Time Warner. Overall, franchise tax revenues are projected to increase by approximately 2.1 percent, primarily due to increased receipts from cable and trash services, partially offset by a decrease in gas and electrical services, which are paid by San Diego Gas and Electric (SDG&E).

SDG&E pays franchise taxes for the use of the public land over which they transport gas and electricity. The city also receives an "in-lieu" franchise tax based on the value of gas and electricity transported on SDG&E lines, but purchased from another source. The "in-lieu" tax captures the franchise taxes on gas and electricity that is transported using public lands but which would not otherwise be included in the calculations for franchise taxes, due to deregulation of the power industry. The majority of the "in-lieu" taxes received is attributable to Cabrillo Power, the operator of the Encina power plant, and is based on the gas used in the generation of electricity. The continued reduction in operations at the Encina power plant is projected to negatively impact the "in-lieu" franchise tax paid by SDG&E, leading to the projected decrease in franchise taxes paid by SDG&E.

**Development-related revenues** include planning, engineering and building permits, and fees paid by developers to cover the cost of reviewing and monitoring development activities such as plan checks and inspections. These revenues are difficult to predict, as many of the planning and engineering activities occur months or years before any actual development.

During FY 2009-10, development related revenues began to turn around from historic lows experienced in FY 2008-09. During FY 2010-11, development related revenues continued to strengthen, especially on the non-residential side with the permitting of the new Isis Pharmaceuticals headquarters and the Hilton Beachfront Hotel. Although not as high as FY 2010-11, development related revenues are projected to end the year very strong in FY 2011-12, with the development of several master planned residential communities and the development of the new Legoland Hotel. In FY 2010-11, there were 260 units permitted for residential housing. For FY 2011-12, 336 residential units have been permitted through April 2012. For FY 2012-13, 183 permits are projected to be issued for residential housing. Although commercial and industrial building activity weakened in FY 2011-12 as compared to FY 2010-11, it is expected that activity will pick up again in FY 2012-13 with the projected development of the new Lowes and La Costa Town Square shopping centers. Due to projected subdued residential activity as compared to the strong residential development in FY 2011-12, building-related revenues are expected to drop by 13 percent in FY 2012-13.

Although **Business license taxes** are closely tied to the health of the local economy, due to some one-time revenues received during FY 2011-12, they are projected to decrease by 2.7 percent to an estimated \$3.6 million. There are currently about 8,900 licensed businesses in Carlsbad, with just over 2,500 of them home-based.

**All other revenues** include transfer taxes, interest earnings, ambulance fees, recreation fees, and other charges and fees. The estimate for Fiscal Year 2012-13 totals \$15.5 million, a \$100,000, or 0.6 percent, decrease from the previous year.

Interdepartmental charges are generated through engineering services charged to capital projects, reimbursed work from other funds and miscellaneous interdepartmental expenses charged to funds outside the General Fund for services performed by departments within the General Fund.

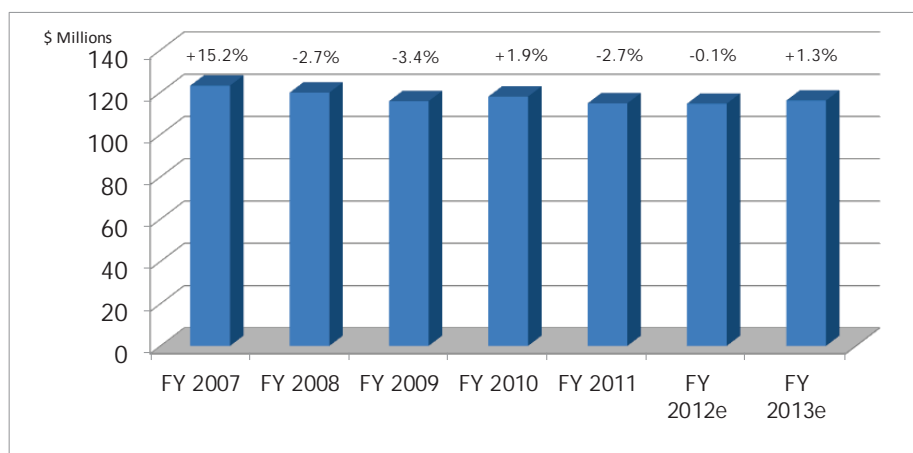
Transfer taxes are those taxes paid to the county upon the transfer of interests in real estate. The tax is 55 cents per \$500 of property value, and is split equally between the county and the



## 2012-13 OPERATING BUDGET OVERVIEW

city. Carlsbad expects to receive approximately \$1.1 million in transfer taxes for FY 2012-13, which is a \$136,000 increase over FY 2011-12. This is mainly due to the increase in the sale of new homes as well as an increase in distressed home sales. Income from investments and property includes interest earnings, as well as rental income from city-owned land and facilities. The city is expected to earn about \$1.4 million in interest on its General Fund investments for Fiscal Year 2012-13 (a projected 1.7 percent yield on the city's investment portfolio) as well as additional \$200,000 in interest earnings from a loan repayment from the former Redevelopment Agency.

### General Fund Revenues



Overall, as reflected in the bar chart, General Fund revenues are expected to be up 1.2 percent from FY 2011-12 estimates due to the increase in sales and transient occupancy taxes. Although the city experienced revenue growth between 9 and 17 percent in the late 1990's, it was not

sustainable growth. Much of those increases were due to the opening of new hotels, restaurants, retail centers, and new home development. As new development slows, it will be increasingly more difficult to produce double-digit growth in revenues. Due to the slow pace of the current economic recovery, limited growth of is anticipated in the next fiscal year and beyond.

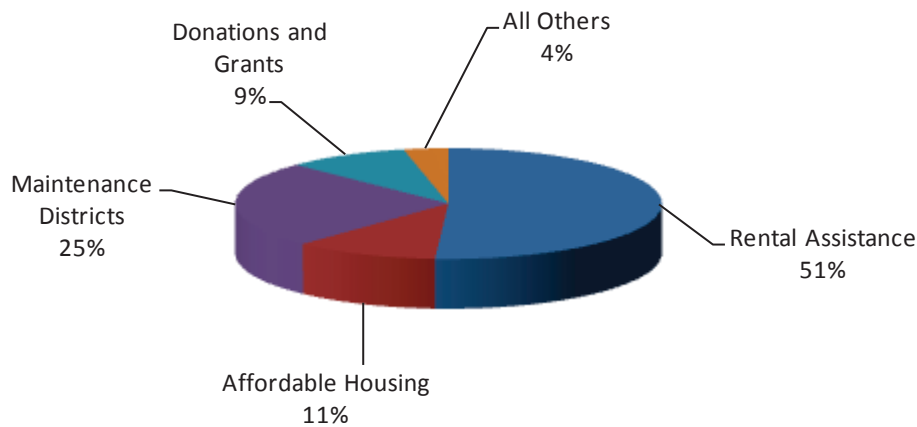
The City has a **General Fund reserve policy** that sets a minimum reserve of 30 percent of the General Fund Operating Expenditures. In addition, the policy sets a target reserve of 40 percent to 50 percent of General Fund Operating Expenditures. The minimum reserve would provide approximately three to four months of operating expenditures for unforeseen emergencies. At the end of FY 2010-11, the unassigned General Fund balance was approximately \$57.5 million. At the end of FY 2011-12 the reserve is projected to be approximately \$59.1 million, or 51 percent, of the FY 2012-13 Budget. The reserve amount is consistent with Council Policy 74: General Fund Reserve Guidelines.

### Other Funds

Revenues from **Special Revenue** funds are expected to total \$11.3 million in FY 2012-13, a \$700,000, or 5.8 percent, decrease from FY 2011-12. The types of programs supported within Special Revenue funds are those funded by specific revenue streams such as:

- Grants (Rental Assistance-Section 8 and Community Development Block Grants)
- Special fees and assessments (Affordable Housing and Maintenance Assessment Districts)
- Donations (Library, Cultural Arts, Recreation and Senior Donations)

### SPECIAL REVENUE FUNDS 2012-13 PROJECTED REVENUES



The most noteworthy changes in the Special Revenue funds occurred in the Affordable Housing Trust Fund, the Street Lighting Fund and the Rental Assistance Fund. Estimated revenues decreased approximately \$1 million, \$241,000 and \$130,000, respectively, from FY 2011-12. During FY 2011-12, the city received approximately \$1.4 million in one-time affordable housing credits. In order to meet the inclusionary housing obligations for certain areas of the city (e.g., the southeast and southwest quadrants), units related to developments such as Villa Loma and Cassia Heights were made available as affordable housing credits for housing developers to purchase. Due to the small size of certain projects and the difficulty in obtaining financing, some developers/applicants have opted to purchase affordable housing credits instead of constructing units.

During FY 2011-12, the city received approximately \$205,000 in American Recovery and Reinvestment Act (ARRA) funds from the California Energy Commission (low interest loan). The city does not anticipate drawing down any additional loan funds in FY 2012-13. These revenues are one-time monies which are being used towards the City's street light retrofit project. The street light retrofit project will replace the city's high-pressure sodium vapor lights with induction lights.

The Federal government is reducing the amount of reimbursements for administrative expenses for their Section 8 Rental Assistance Program, which is reflected in the reduced estimated revenues for the Rental Assistance Program in FY 2012-13.

**Enterprise** fund revenues for FY 2012-13 are projected at \$58.6 million, an increase of \$4.2 million, or 7.7 percent, over current year projections. The increase in revenues is primarily due to the planned rate increases for Water and Wastewater funds. Enterprise funds are similar to a business, in that rates are charged to support the operations that supply the service. Carlsbad Enterprise funds include water and recycled water delivery, wastewater services, and solid waste management.

The Water Enterprise Fund revenue is estimated at \$43.2 million, an increase of \$3.4 million, or 8.5 percent over the current year estimate. These revenues reflect \$3.4 million in increased sales revenue due to proposed rate increases. In December 2011, two year rate increases

## **2012-13 OPERATING BUDGET OVERVIEW**

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were approved by the Board of Directors of the Carlsbad Municipal Water District. The maximum rate increase approved for January 1, 2013 is 10 percent. Anticipated increases paid to the San Diego County Water Authority include an 11 percent increase to the wholesale purchase cost of water (from \$957 to \$1,063 per acre foot, effective January 1, 2013), and an 8.5 percent increase in the fixed charges for water purchases (from \$5.1 million to \$5.6 million) for FY 2012-13. In addition to paying for the wholesale and fixed water costs, the FY 2012-13 Operating Budget includes funding for replacement of Carlsbad's water infrastructure, ongoing meter replacements, and building a sufficient operating reserve.

Estimated revenues for Wastewater are \$11.9 million, \$610,000 over the current year estimate. The revenue increase reflects proposed rate increases to fund the ongoing cost of operations, maintenance, and funding for replacement of infrastructure, as well as providing a sufficient operating reserve. In December 2011, two year rate increases were approved by the Carlsbad City Council. The maximum rate increase approved for January 1, 2013 is 6 percent.

**Internal Service** funds show estimated revenues of \$17.7 million for FY 2012-13, an increase of about \$1.8 million, or 11.3 percent, from FY 2011-12 projections. Internal Service funds provide services within the City itself, and include programs such as the self-insurance funds for Workers' Compensation and General Liability (Risk Management), as well as Vehicle Maintenance and Replacement, and Information Technology. Departments pay for services provided by these funds; therefore, the rates charged for the services are based on the cost to provide the service. The goal of the Internal Service funds is to match their budgeted expenses with charges to the departments, after allowing for a certain level of reserves within the fund.

The most significant change occurred in the Self-Insured Benefits Fund. Included in the FY 2012-13 revenues is a \$1.8 million transfer from the General Fund to be set aside to assist in the stabilization of future CalPERS retirement costs.

**The Redevelopment Obligation Retirement Fund (RORF)** revenues are expected to total \$2.1 million in the upcoming year, a decrease of 32.3 percent, or \$1 million, from the projections from the previous year.

On June 29, 2011, California Governor Jerry Brown signed ABX1 26 to dissolve all redevelopment agencies within the State of California. All agencies were subsequently dissolved as of February 1, 2012, and a Successor Agency was designated to complete the work of the Carlsbad Redevelopment Agency (RDA) and satisfy the financial obligations. A Recognized Obligation Payment Schedule (ROPS) was prepared by the Successor Agency in April 2012 which must ultimately be approved by the Oversight Board, the County of San Diego and the State of California. The initial ROPS identified financial commitments of the former RDA which will be paid from semi-annual tax increment revenue received by the Successor Agency. Every six months a new ROPS must be prepared and approved by the Oversight Board, the County of San Diego and the State of California in order to receive additional tax increment. Due to the dissolving of the RDA, the RORF will only receive tax increment revenues and interest earnings on any cash balances. Tax increment revenues are projected to decrease due to the increase in County of San Diego administrative costs which are netted against the tax increment revenues received by the Successor Agency.

## 2012-13 OPERATING BUDGET OVERVIEW

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### EXPENDITURES



The city's Operating Budget for FY 2012-13 totals \$202.7 million, which represents an increase of about \$8.9 million, or 4.6 percent, as compared to the adopted FY 2011-12 Budget. The changes in each of the city's programs will be discussed below.

### Budgetary Policies

The theme behind this year's budget development was for the city to continue to provide the very best services to the community while finding operating efficiencies and reducing costs wherever possible. The goal was to achieve a balanced budget for the coming fiscal year while still maintaining the city's long-term financial health, ensuring that future costs can be met without negatively impacting the services provided to the community. All known and ongoing operating expenses were incorporated in the FY 2012-13 Operating Budget, as well as in the long-term financial forecast. The FY 2012-13 Operating Budget also sets aside \$1.8 million as a transfer from the General Fund to the Self Insured Benefits Fund in order to address the current unfunded pension liability as well as to help stabilize future pension costs.

Responsible management of the city's resources includes maintaining a focus on a sustainable future by ensuring the city remains in good financial health, as today's decisions will impact future spending levels. Although the city is entering the new fiscal year in a solid financial position, future economic challenges remain. The following policies for FY 2012-13 were established in line with conservative estimates for future revenue growth:

- Continue to minimize service level impacts to our residents.
- No increase in the number of positions and no growth in maintenance and operations, unless required for new facilities.
- No new programs unless required under a legal mandate.
- Significant known personnel increases should be included in departmental budget projections.
- Personnel and operating reductions should be identified in order to offset known budget increases.
- Exercise prudence in budgeting. Consider cost containment measures and budget discretionary items at minimum levels.

The city uses an "Expenditure Control Budget" (ECB) process in budgeting, where each department is given a block appropriation containing sufficient funds to provide the current level of services for the upcoming year. As a result of the economic recession, in both FY 2008-09 and FY 2009-10 block budgets were decreased in response to decreasing revenues. The city realigned its organizational structure in FY 2010-11, allowing for increased efficiencies with fewer resources, with overall operations costs remaining at FY 2009-10 levels. For both FY 2011-12 and FY 2012-13, in order to meet rising General Fund expenses, some positions were eliminated, related service delivery was restructured, and departments were asked to identify operational reductions to absorb necessary increases in their block budgets. No additional appropriations are expected during the fiscal year, except in the case of a significant unanticipated event. As in past years, amounts that are unspent at the end of the fiscal year will be carried forward to the next year, or will increase the city's reserves. At the end of FY 2011-12, the amounts carried forward by each department will be capped at no more than 10 percent of the previous year's Adopted Budget.

## **2012-13 OPERATING BUDGET OVERVIEW**

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### **Budgeted Expenditures**

Through the application of these guidelines and policies, the FY 2012-13 Operating Budget of \$202.7 million was developed.

### **Position Changes**

A net decrease of 9.75 full-time positions is reflected in the FY 2012-13 Operating Budget, as compared to the FY 2011-12 Adopted Budget. Total position decreases include the elimination of 5.75 positions identified through expenditure reduction efforts, the elimination of two positions as a result of losing redevelopment funding from the State of California, and the elimination of three positions that had previously been unfunded, for a total of 10.75 position eliminations, resulting in approximately \$600,000 in total personnel savings citywide for the coming year. These eliminations are partially offset by the addition of one full-time, limited term position for facility management at the new Carlsbad Safety Training Center.

The FY 2012-13 Preliminary Operating Budget includes the elimination of the following 10.75 full-time positions:

1.0 Assistant Planner	1.0 Parks Maintenance Worker II
1.0 Building Inspector II	1.0 Planning Technician
1.0 Code Compliance Specialist II	0.25 Records Manager
1.0 Maintenance Aide	1.0 Senior Building Inspector
1.0 Meter Reader	1.5 Tree Trimmer II
1.0 Office Specialist II	

The FY 2012-13 Preliminary Operating Budget includes the addition of the following full-time, limited term position:

1.0 Safety Training Center Facility Manager

The net decrease in hourly staff totals 7.16 FTE. This includes decreases of 5.16 hourly FTE in Parks and Recreation, 1.0 hourly FTE in Community and Economic Development, 1.0 hourly FTE in Library and Arts, and 0.75 hourly FTE in Human Resources. These decreases are offset by an increase of 0.75 hourly FTE in Property and Environmental Management for new facility building maintenance and custodial services for the City of Carlsbad's Safety Training Center.

These changes result in a city workforce of 674.50 full and three-quarter time employees, and 132.58 hourly, full-time equivalent positions.

### **New Facilities**

The city has a number of major capital projects scheduled to be built over the next five years. As the city completes these projects, the costs of maintaining and operating the facilities, including additional personnel if necessary, are added to departmental operating budgets. The grand opening of the City of Carlsbad's Safety Training Center occurred in May 2012. Additional funds for operating the facility have been incorporated in the FY 2012-13 Operating Budget in the Property and Environmental Management Department. Additional staffing has also been added to operate and maintain the facility, as mentioned in the position changes noted above. Also, about \$5,000 has been added to the Parks and Recreation Department budget to fund a full year of landscape maintenance of the Madison Street expansion of Pine Avenue Park, completed mid-year of FY 2011-12, and about \$6,000 has been added to the Transportation Department budget for technical support in FY 2012-13 for the completed portions of the city's traffic signal program.



## 2012-13 OPERATING BUDGET OVERVIEW

### Budget by Fund Type

The table below shows the changes in the Operating Budget for FY 2012-13, as compared to the Adopted Budget for FY 2011-12.

BUDGET EXPENDITURE SUMMARY BY FUND TYPE (In Millions)				
FUND	BUDGET 2011-12	BUDGET 2012-13	\$ CHANGE	% CHANGE
GENERAL FUND	\$ 111.8	\$ 115.1	\$ 3.3	3.0%
SPECIAL REVENUE	11.4	10.9	(0.5)	-4.4%
ENTERPRISE	53.5	57.2	3.7	6.9%
INTERNAL SERVICE	15.3	18.1	2.8	18.3%
REDEV. OBLIG. RETIREMENT	1.8	1.4	(0.4)	-22.2%
TOTAL	\$ 193.8	\$ 202.7	\$ 8.9	4.6%

The General Fund contains most of the discretionary revenues that support basic core city services. However, this should not diminish the importance of the other operating funds, as they also contribute to the array of services available within Carlsbad. The remainder of this section will provide more information about the budgeted expenditures by fund and program.

GENERAL FUND SUMMARY BY EXPENDITURE TYPE (In Millions)				
	BUDGET 2011-12	BUDGET 2012-13	\$ CHANGE	% CHANGE
PERSONNEL	\$ 72.8	\$ 73.3	\$ 0.5	0.7%
MAINTENANCE & OPERATIONS	29.4	30.7	1.3	4.4%
CAPITAL OUTLAY	0.1	0.1	-	0.0%
TRANSFERS	9.5	11.0	1.5	15.8%
TOTAL	\$ 111.8	\$ 115.1	\$ 3.3	3.0%

### **General Fund**

The total Operating Budget for the General Fund for FY 2012-13 is \$115.1 million, which is three percent greater than the previous year's Adopted Budget of \$111.8 million. The total increase is mainly attributable to a \$1.3 million, or 4.4 percent, net increase in Maintenance and Operations costs and a \$1.5 million, or 15.8 percent, overall increase in transfers out of the General Fund to other city funds, as can be seen in the table above. These changes are discussed in more detail below.

**Personnel** costs make up approximately 64 percent of the General Fund budget so any changes in these costs can have a significant effect on the total budget. The total personnel budget for FY 2012-13 is \$73.3 million, which is \$500,000, or 0.7 percent, more than the previous year's total personnel budget of \$72.8 million. The overall increase was due to several factors, as discussed on the following page.

## 2012-13 OPERATING BUDGET OVERVIEW

GENERAL FUND PERSONNEL COSTS (In Millions)				
	BUDGET 2011-12	BUDGET 2012-13	\$ CHANGE	% CHANGE
<b>SALARIES</b>	\$ 50.3	\$ 51.0	\$ 0.7	1.4%
<b>RETIREMENT</b>	13.6	13.1	(0.5)	-3.7%
<b>HEALTH INSURANCE</b>	6.5	6.7	0.2	3.1%
<b>WORKERS COMP</b>	1.3	1.4	0.1	7.7%
<b>OTHER PERSONNEL</b>	1.1	1.1	0.0	0.0%
<b>TOTAL</b>	\$ 72.8	\$ 73.3	\$ 0.5	0.7%

The table above shows the breakdown of personnel costs for the General Fund. Overall, total personnel costs are projected at \$73.3 million, an increase of about \$500,000, or 0.7 percent, for FY 2012-13 as compared to FY 2011-12.

Salaries include full and part-time staff costs and are expected to increase in FY 2012-13 by \$700,000, or 1.4 percent. The increase is mainly due to previously negotiated wage increases scheduled to occur in FY 2012-13, as well as the addition of staff to operate and maintain the new Carlsbad Safety Training Center. Total wage and staffing increases were somewhat offset by the elimination of 10.75 full-time positions citywide as part of the city's efforts to reduce costs in FY 2012-13.

Retirement rates, as projected by CalPERS, will increase in FY 2012-13 by about 0.73 percent of salary for General and Management employees, representing a 3.25 percent increase, and by about 1.13 percent of salary for Safety employees, representing a 3.5 percent increase. These rate increases for the city were offset by retirement cost decreases due to prior year General, Management and Safety employee labor negotiations, and due to decreases from position eliminations, resulting in an overall decrease of \$500,000, or 3.7 percent, in total retirement costs. In addition to the retirement costs noted here, an additional \$1.8 million has been budgeted as a transfer to the City's Self-Insured Benefits Fund as a set aside to help address anticipated future pension rate increases from CalPERS.

Health insurance rates are projected to increase by about 5 percent in January 2013, while Worker's Compensation rates are projected to increase by about 3 percent for the fiscal year. These increased costs are partially offset by decreases due to a reduction in the overall number of city personnel, resulting in only slight increases in both areas for the coming year. Miscellaneous other personnel costs are projected to remain flat for FY 2012-13, with small increases offset by the overall personnel decreases previously mentioned.

**Maintenance & Operations** costs (or M&O) represent about 27 percent of the total General Fund budget, and include the budgets for all program expenses other than personnel, capital outlay and transfers. Overall, total M&O costs are projected at \$30.7 million, an increase of about \$1.3 million, or 4.4 percent, for FY 2012-13 as compared to FY 2011-12. Maintenance and Operations costs are discussed more fully by program later in the report.

## **2012-13 OPERATING BUDGET OVERVIEW**

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**Capital Outlay** includes budgeted equipment purchases over \$1,000. One major capital outlay purchase is planned in the General Fund for FY 2012-13, namely \$110,000 for the replacement of three portable EKG monitors for the Fire Department's emergency medical services team. This is in addition to the three EKG monitors that were budgeted in the FY 2011-12 Operating Budget.

**Transfers** are amounts anticipated to be transferred from the General Fund to another city fund. The transfers included in this year's Operating Budget are to the following funds:

- \$7.5 million to the Infrastructure Replacement Fund for major maintenance and replacement of city infrastructure. This represents 6.5 percent of the General Fund Revenues, the same as the percentage transfer for FY 2011-12.
- \$210,000 to the Storm Water Program for reimbursement for the General Fund portion of Storm Water expenses.
- \$527,746 to the Median Maintenance and Street Tree Maintenance Special Revenue Funds to cover cash shortfalls, as annual assessments collected from property owners do not cover annual operating expenditures.
- \$945,000 to the city's municipal golf course for debt service. The budget and financial reports for The Crossings Golf Course are on a calendar year basis. In December 2011, the Carlsbad Public Financing Authority approved The Crossings Golf Course Budget for calendar year 2012, including this transfer for debt service funding from the General Fund. At that time, there was no anticipated need for a golf course operations transfer from the General Fund for Calendar Year 2012.
- \$1.8 million to the City's Self-Insured Benefits Fund as a set aside to address anticipated future pension rate increases from CalPERS.

Advances are amounts anticipated to be transferred from the General Fund to another city funds and are expected to be repaid to the General Fund in future years. No General Fund advances are included in this year's Operating Budget.

Another way of looking at the General Fund budget is by program. The chart on the following page compares the total FY 2012-13 Budget to the amounts adopted in the previous year. A brief description of each department and its services and a summary of significant department budget changes in the FY 2012-13 Operating Budget, are noted below the chart.

## 2012-13 OPERATING BUDGET OVERVIEW

GENERAL FUND EXPENDITURES BY DEPARTMENT (In Millions)				
DEPARTMENT	BUDGET 2011-12	BUDGET 2012-13	\$ CHANGE	% CHANGE
POLICY/LEADERSHIP	\$ 4.9	\$ 5.0	\$ 0.1	2.0%
COMMUNITY & ECONOMIC DEV	7.2	7.1	(0.1)	-1.4%
FINANCE	3.4	3.5	0.1	2.9%
FIRE	16.9	17.5	0.6	3.6%
HOUSING & NGHBRHD SRVCS	0.6	0.6	0.0	0.0%
HUMAN RESOURCES	2.3	2.3	0.0	0.0%
LIBRARY & ARTS	10.4	10.3	(0.1)	-1.0%
PARKS & RECREATION	13.1	12.7	(0.4)	-3.1%
POLICE	28.1	27.9	(0.2)	-0.7%
PROPERTY & ENVIRO MGT	4.7	5.1	0.4	8.5%
STORM DRAIN ENGINEERING	0.3	0.3	0.0	0.0%
TRANSPORTATION	8.9	8.9	0.0	0.0%
NON-DEPARTMENTAL	11.0	13.9	2.9	26.4%
<b>TOTAL</b>	<b>\$ 111.8</b>	<b>\$ 115.1</b>	<b>\$ 3.3</b>	<b>3.0%</b>

- The **Policy & Leadership Group** consists of all elected officials, the City Manager's Office, the City Attorney's Office, and communications and records management functions. The \$100,000, or 2 percent, net increase for FY 2012-13 is primarily due to an increase in the City Clerk's Office for increased election expenses anticipated in the coming year.
- The **Community and Economic Development Department** includes economic development, planning, development services, building inspection, and land use engineering. The decrease of about \$100,000, or 1.4 percent, is mainly due to personnel changes. The department eliminated one vacant full-time Building Inspector II position and a net total of one hourly FTE position. Some of these savings were used to absorb costs previously charged to the South Coastal Carlsbad Redevelopment Area, as well as to fund increases in economic development activity. The department also eliminated two additional positions that had been unfunded in a prior year.
- The **Finance Department** provides the services of accounting, financial reporting, capital and operating budgeting, payroll, billing and collections, citywide mail processing, purchasing and receiving, fiscal oversight, and long-term financial planning for the city. The increase of about \$100,000, or 2.9 percent, is mainly due to personnel cost increases, as well as an increase in ambulance billings.
- The **Carlsbad Fire Department** provides emergency operations, emergency preparedness, and fire prevention services to safeguard lives, property and the environment in the City of Carlsbad. The FY 2012-13 increase of \$600,000, or 3.6 percent, is primarily due to contractual wage increases approved in FY 2011-12, as well as increases in public safety pension rates and health insurance rates. Increases were slightly offset by \$50,000 of budget reductions in overtime, training, travel and vehicle costs for the department due to the opening of Carlsbad's Safety Training Center.



## 2012-13 OPERATING BUDGET OVERVIEW

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- The **Housing and Neighborhood Services Department** includes the city's neighborhood services, code enforcement, hiring center and volunteer programs. Budgeted expenditures for the department are expected to remain flat from FY 2011-12 to FY 2012-13. In the General Fund, the department is eliminating one vacant, full-time Code Compliance Specialist that had been unfunded in the prior year.
- The **Human Resources Department** supports the city with staffing and recruitment, employee development, performance management, and compensation and labor relations services. An increase in contractual services for staff training and development is offset by a decrease of a 0.75 hourly FTE position. In total for the department, no significant change is expected for FY 2012-13, as compared to the FY 2011-12 budget.
- The **Library and Arts Department** provides staffing and a wide variety of programming for two library branches, a library learning center, and a cultural arts office. The department's budget is projected to decrease by \$100,000, or 1 percent, from FY 2011-12 to FY 2012-13. This is partially due to the downgrading of two full-time positions and the elimination of a net total of 1.0 hourly FTE position.
- The **Parks and Recreation Department** plans, staffs and maintains the city's parks and recreational facilities, provides an assortment of recreational programs for all ages, maintains landscaping at facilities throughout the city, and manages the city's open space areas. Overall, the department's budget is decreasing by \$400,000, or 3.1 percent, from the prior year, largely due to the elimination of 3.5 full-time and 0.16 hourly FTE positions in parks and tree maintenance, due to the modification of maintenance operations schedules in the Parks division. In addition, a net total of 5 hourly FTE positions are being eliminated in Recreation by altering service delivery methods and by coordinating duties between staff in the Parks and Recreation divisions. These personnel decreases amounted to almost \$500,000 in savings for the department. Also, a decrease of \$200,000 was made to the budget for instructional classes to better reflect actual expenses incurred over the last few years. These decreases were somewhat offset by a total \$200,000 increase to the budget for a comprehensive City Trails Master Plan update and for a needs assessment study to address future park and recreation programming needs. In addition, the department budget increased by about \$100,000 due to the transfer of the Special Events division from the Police Department, including one full-time position.
- The Carlsbad **Police Department** provides high quality public safety services to the community by enforcing laws and ordinances, preserving the peace, and providing for the protection of life and property. Overall, the department's costs are decreasing by \$200,000, or 0.7 percent, for FY 2012-13 as compared to FY 2011-12. Approximately \$100,000 of the decrease is due to the transfer of the Special Events division, including one full-time position, to the Parks and Recreation Department. Also, in FY 2012-13, the budget is being reduced by \$250,000 for booking fees not anticipated to be charged by the County and by another \$150,000 in overtime, training, travel and vehicle costs due to savings anticipated from the opening of the City of Carlsbad's Safety Training Center. These reductions are offset by previously approved contractual wage increases, increases in public safety pension rates, health insurance rates, General Liability insurance and Fleet Replacement costs.

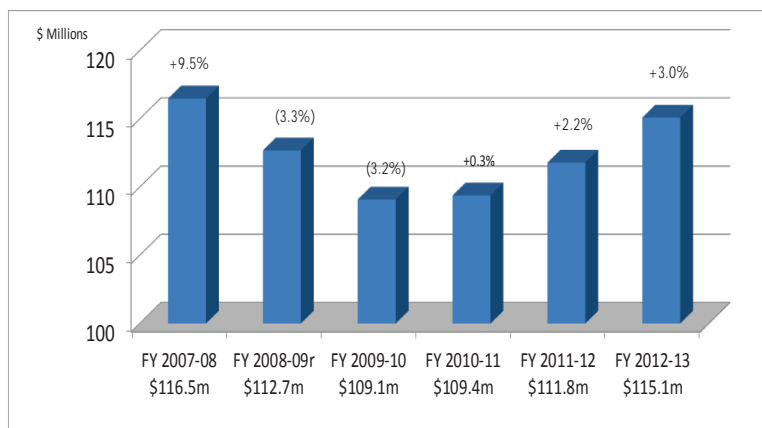


## 2012-13 OPERATING BUDGET OVERVIEW

- The **Property and Environmental Management Department** manages all city-owned property, including real estate, buildings and vehicles. The department also manages the city's environmental programs, which include storm water, habitat and other environmental maintenance and monitoring programs. The approximately \$400,000, or 8.5 percent, increase from the prior year's budget is primarily due to additional costs associated with the opening of the City of Carlsbad's Safety Training Center, including the addition of one full-time and 0.75 hourly FTE positions.
- The Utilities Department in the General Fund consists of **Storm Drain Engineering** activities. No significant change is expected for FY 2012-13 as compared to the FY 2011-12 budget appropriation.
- The **Transportation Department** manages all streets, traffic and other city-wide transportation services, including city traffic engineering, traffic signal monitoring and maintenance, and maintenance of all city streets and roadways. The department budget is expected to remain relatively flat from FY 2011-12 to FY 2012-13.
- **Non-departmental** expenses include the transfers previously discussed, the Council Contingency account, and administrative and other expenses not associated with any one department. The non-departmental budget is expected to increase by \$2.9 million, or 26.4 percent, in FY 2012-13. The increase is largely attributed to budgeting a \$1.8 million transfer to the city's Self Insured Benefits Fund to assist with anticipated future pension rate increases.

The **Council Contingency** is a budgeted amount that is available to the City Council to address unanticipated emergencies or unforeseen program needs during the fiscal year. Prior to the economic recession, the Council Contingency budget provided between 2 and 2.5 percent of the General Fund Operating Budget for these unforeseen costs. The Council Contingency was reduced significantly during the last three years to ensure a balanced budget during the economic recession. For FY 2012-13, the Contingency is budgeted at 1.3 percent of the General Fund Operating Budget, or \$1.5 million, which is a \$1.0 million increase compared to the FY 2011-12 budget.

### History of General Fund Adopted Budgeted Expenditures



As reflected in the chart to the left, the city's expenditures were reduced significantly with the City Council's revised budget in FY 2008-09, reflecting a 3.3 percent decrease from the FY 2007-08 Adopted Budget. A further 3.2 percent reduction was made in FY 2009-10 in order to reduce expenditures in line with continued General Fund revenue declines. Expenditure projections for FY 2010-11 remained

relatively flat, with growth of less than one percent, in anticipation of a flat economy. For FY 2011-12 General Fund expenditures showed a slight increase of 2.2 percent, supported by projected revenue increases. For FY 2012-13 General Fund expenditures are expected to increase by \$3.3 million, or 3 percent, based on projections of continued economic growth.

## 2012-13 OPERATING BUDGET OVERVIEW

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### *Changes in Other Funds*

**Special Revenue** funds, at \$10.9 million, are down \$500,000, or 4.4 percent, from the prior year. This is mainly due to reduced funding for rental assistance and administration for the federal Community Development Block Grant program.

**Enterprise** funds total \$57.1 million, which is an increase of \$3.6 million, or 6.7 percent, over the FY 2011-12 Adopted Budget. The most significant change in Water Operations is due to the increase in the cost of water purchased from the San Diego County Water Authority (11 percent increase in fixed costs and a 8.5 percent increase in variable costs due to a proposed increase from \$957 to \$1,063 per acre foot effective January 1, 2012). In addition, the cost of purchasing recycled water is anticipated to increase up to 11.5 percent when compared to the Adopted Budget for FY 2011-12. Carlsbad customers have decreased water consumption for several years; however, in FY 2011-12 the quantities purchased began to level off and even increase slightly. The quantities purchased are expected to stay the same in FY 2012-13 as in FY 2011-12. The Operating Budget also includes additional funding for depreciation replacement transfers related to growth and aging of the water infrastructure system.

Wastewater operations are projected to increase 2.1 percent, or \$231,000, over the Adopted Budget for FY 2011-12. The operating budget includes additional funding for depreciation replacement transfers related to growth in the wastewater infrastructure system.

The **Internal Service** funds total \$14.9 million, a decrease of \$400,000, or 2.6 percent, from the prior year. The Internal Service funds are self-supporting through user charges. Changes occurred in a number of these funds, including the following:

- The **Workers Compensation Fund** budget shows a decrease of approximately \$350,000, or 17.1 percent, based on lower claims projected for the fund, as compared to the prior fiscal years.
- The **Self Insured Benefits** budget shows a decrease of approximately \$100,000, or 10 percent, based on a projected decrease in the city's annual required contribution for post-employment health benefits from the fund.
- The **Vehicle Replacement** Fund budget varies from year to year depending on the vehicles to be replaced. The budget for the fund is about \$400,000 less than the previous year, or a 25.8 percent decrease, due to fewer vehicles being due for replacement than in the previous year. A list of the requested replacement vehicles can be found at the end of this document.
- The **Information Technology** Fund shows an increase in the department's budget of approximately \$200,000, or 3.5 percent, from FY 2011-12 to FY 2012-13. This is mostly due to more technology equipment being due for replacement than in the prior year.

The budgets for the **Redevelopment Obligation Retirement Funds** (RORF) budgets have decreased by \$400,000 or 22.2 percent, from the Redevelopment Agency Fund budgets shown in the previous year. On June 29, 2011, California Governor Jerry Brown signed ABX1 26 to dissolve all redevelopment agencies within the State of California. All agencies were subsequently dissolved as of February 1, 2012, and a Successor Agency was designated to complete the work of the Carlsbad Redevelopment Agency (RDA) and satisfy the financial obligations. The FY 2012-13 Preliminary Operating Budget reflects the initial Recognized Obligation Payment Schedule (ROPS) that was prepared by the Successor Agency in April 2012, but which must ultimately be approved by the Oversight Board, the County of San Diego

## **2012-13 OPERATING BUDGET OVERVIEW**

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and the State of California. The initial ROPS identified financial commitments of the former RDA, including \$250,000 in administrative costs, which will be paid from semi-annual tax increment revenue received by the Successor Agency. Every six months a new ROPS must be prepared and approved by the Oversight Board, the County of San Diego and the State of California in order to receive additional tax increment. The city eliminated two full-time positions as a result of the dissolution of the Carlsbad Redevelopment Agency.

### **SUMMARY**

This Operating Budget for FY 2012-13 provides a balanced budget for the coming fiscal year while continuing with a long-term plan to sustain a balanced budget in future years. Significant ongoing operating expenses were identified and incorporated in the FY 2012-13 Operating Budget to ensure the budget reflects the ongoing financial obligations of the city. The Carlsbad economy is starting to improve, including new corporate headquarters and major hotel, retail and commercial projects which will strengthen the local economy. In addition, revenues are improving in the city, with continued gains seen in city sales and hotel tax revenues.

However, Carlsbad still faces economic challenges from a fluctuating economy, an unsteady real estate market, continued commodity and utility cost increases, and concerns over the impact that budget decisions at the state and federal levels could have on the city's financial situation. To meet these challenges, the city has initiated a program to evaluate all city operations looking for opportunities to reduce costs through efficiencies, shared services or contracting out services in some areas when that makes sense. The city has already seen results from these efforts. As fixed costs like utilities, insurance, and supplies have increased, departments have been able to reduce costs in other areas to maintain a balanced budget without impacting services provided to the community.

The City of Carlsbad is entering the new fiscal year in a solid financial position and focused on the future. Careful planning and responsible management have allowed the city to not only maintain core services, but to also move ahead on community projects and other investments that contribute to an excellent quality of life in our community. Promoting a strong local economy and bringing more jobs to the city is a top priority. Due to continued fiscally conservative practices, the city is in an excellent position to take advantage of new economic opportunities that will allow our community to thrive now and for many years in the future.



**CITY OF CARLSBAD  
OPERATING FUNDS  
PROJECTED FUND BALANCES**

FUND	UNRESERVED BALANCE JULY 1, 2011	PROJECTED REVENUES	PROJECTED EXPENDITURES	ADVANCES & FUND TRANSFERS	OTHER CHANGES	PROJECTED BALANCE JUNE 30, 2012
<b>GENERAL FUND</b>	\$57,533,210 *	\$114,613,000	\$114,385,196			\$57,761,014 *
REPAYMENT FROM SOLID WASTE						0
ADVANCE TO SCCRDA				(400,000)		(400,000)
ADVANCE TO GOLF COURSE FUND						0
ADVANCE TO HABITAT MITIGATION FEE FUND						0
CHANGE IN RESERVATIONS & DESIGNATIONS					(1,252,000)	(1,252,000)
<b>TOTAL GENERAL FUND</b>	<b>57,533,210</b>	<b>114,613,000</b>	<b>114,385,196</b>			<b>56,109,014</b>
<b>SPECIAL REVENUE</b>						
AFFORDABLE HOUSING	14,798,713	2,264,350	530,047			16,533,016
BUENA VISTA CHANNEL MAINTENANCE	1,304,696	125,700	293,511			1,136,885
CITIZEN'S OPTION FOR PUBLIC SAFETY	(1,765)	84,000	82,235			0
COMMUNITY ACTIVITY GRANTS	1,065,885	5,000	35,140			1,035,745
COMMUNITY DEVELOPMENT BLOCK GRANT	2,029,724	24,000	99,777			1,953,947
CULTURAL ARTS DONATIONS	160,089	29,400	89,029			100,460
LIBRARY AND ARTS ENDOWMENT FUND	260,535	1,000	6,000			255,535
LIBRARY GIFTS/BEQUESTS	127,598	129,600	130,110			127,088
LIGHTING AND LANDSCAPING DISTRICT NO. 2	1,206,572	432,500	220,147			1,418,925
LOCAL CABLE INFRASTRUCTURE FUND	502,958	329,000	450,106			381,852
MEDIAN MAINTENANCE	200,906	718,500	842,662			76,744
POLICE ASSET FORFEITURE	804,514	53,000	247,487			610,027
POLICE GRANTS	44,400	185,000	649,348			(419,948)
RECREATION DONATIONS	223,008	31,200	42,333			211,875
RENTAL ASSISTANCE - SECTION 8	1,624,233	5,902,000	6,646,163			880,070
SENIOR DONATIONS	194,769	23,000	15,912			201,857
STREET LIGHTING	694,849	1,125,500	1,108,995			711,354
STREET TREE MAINTENANCE	130,146	580,500	634,669			75,977
<b>TOTAL SPECIAL REVENUE</b>	<b>25,371,830</b>	<b>12,043,250</b>	<b>12,123,671</b>			<b>25,291,409</b>
<b>ENTERPRISE</b>						
WATER OPERATIONS	(2,420,725)	33,071,800	32,013,625			(1,362,550)
RECYCLED WATER OPERATIONS	5,371,069	6,718,650	7,409,233			4,680,486
WASTEWATER OPERATIONS	(806,115)	11,331,000	10,408,759			116,126
SOLID WASTE MANAGEMENT	9,592,343	3,309,943	3,141,223			9,761,063
<b>TOTAL ENTERPRISE</b>	<b>11,736,572</b>	<b>54,431,393</b>	<b>52,972,840</b>			<b>13,195,125</b>
<b>INTERNAL SERVICE</b>						
WORKERS' COMPENSATION	1,906,287	1,577,084	2,393,578			1,089,793
RISK MANAGEMENT	9,685	1,681,970	1,356,594			335,061
SELF-INSURED BENEFITS	1,142,671	870,950	785,000			1,228,621
VEHICLE MAINTENANCE	555,964	2,911,815	2,719,368			748,411
VEHICLE REPLACEMENT	14,377,845	2,079,047	1,388,853			15,068,039
INFORMATION TECHNOLOGY	4,212,294	6,712,808	7,018,150			3,906,952
<b>TOTAL INTERNAL SERVICE</b>	<b>22,204,746</b>	<b>15,833,674</b>	<b>15,661,543</b>			<b>22,376,877</b>
<b>REDEVELOPMENT OBLIGATION RETIREMENT FUNDS</b>						
VILLAGE RDA OBLIGATION RETIREMENT FUND	3,002,830	2,686,600	340,000			5,349,430
VILLAGE LOW AND MODERATE INCOME HOUSING	7,156,252	431,680	70,191			7,517,741
SCC RDA OBLIGATION RETIREMENT FUND	3,501,055	18,300	170,196	400,000		3,749,159
SCC LOW AND MODERATE INCOME HOUSING	269,303	1,000	47,156			223,147
<b>TOTAL REDEVELOPMENT OBLIGATION RETIREMENT FUNDS</b>	<b>13,929,440</b>	<b>3,137,580</b>	<b>627,543</b>			<b>16,839,477</b>
<b>TOTAL OPERATING FUNDS</b>	<b>\$130,775,798</b>	<b>\$200,058,897</b>	<b>\$195,770,793</b>	<b>\$0</b>	<b>(\$1,252,000)</b>	<b>\$133,811,902</b>

\* FOR THE GENERAL FUND ONLY THIS REPRESENTS UNDESIGNATED, UNRESERVED FUND BALANCE.

**CITY OF CARLSBAD  
OPERATING FUNDS  
PROJECTED FUND BALANCES**

FUND	PROJECTED BALANCE JULY 1, 2012	ESTIMATED REVENUES	ADOPTED BUDGET	ADVANCES & FUND TRANSFERS	OTHER CHANGES	PROJECTED BALANCE JUNE 30, 2013
<b>GENERAL FUND</b>	\$56,109,014 *	\$116,106,000	\$115,159,098			\$57,055,916 *
REPAYMENT FROM SOLID WASTE						0
ADVANCE TO SCCRDA						0
ADVANCE TO GOLF COURSE FUND						0
ADVANCE TO HABITAT MITIGATION FEE FUND						0
CHANGE IN RESERVATIONS & DESIGNATIONS						0
TOTAL GENERAL FUND	<u>56,109,014</u>	<u>116,106,000</u>	<u>115,159,098</u>			<u>57,055,916</u>
<b>SPECIAL REVENUE</b>						
AFFORDABLE HOUSING	16,533,016	1,234,980	573,244			17,194,752
BUENA VISTA CHANNEL MAINTENANCE	1,136,885	121,950	133,230			1,125,605
CITIZEN'S OPTION FOR PUBLIC SAFETY	0	110,388	110,388			0
COMMUNITY ACTIVITY GRANTS	1,035,745	15,000	28,000			1,022,745
COMMUNITY DEVELOPMENT BLOCK GRANT	1,953,947	0	540,570			1,413,377
CULTURAL ARTS DONATIONS	100,460	41,500	56,500			85,460
LIBRARY AND ARTS ENDOWMENT FUND	255,535	4,000	4,000			255,535
LIBRARY GIFTS/BEQUESTS	127,088	120,000	65,620			181,468
LIGHTING AND LANDSCAPING DISTRICT NO. 2	1,418,925	518,031	236,256			1,700,700
LOCAL CABLE INFRASTRUCTURE FUND	381,852	369,000	362,535			388,317
MEDIAN MAINTENANCE	76,744	736,118	735,758			77,104
POLICE ASSET FORFEITURE	610,027	62,000	35,775			636,252
POLICE GRANTS	(419,948)	668,615	0			248,667
RECREATION DONATIONS	211,875	20,750	45,319			187,306
RENTAL ASSISTANCE - SECTION 8	880,070	5,770,242	6,219,914			430,398
SENIOR DONATIONS	201,857	25,000	37,990			188,867
STREET LIGHTING	711,354	884,174	1,025,421			570,107
STREET TREE MAINTENANCE	75,977	611,150	651,432			35,695
TOTAL SPECIAL REVENUE	<u>25,291,409</u>	<u>11,312,898</u>	<u>10,861,952</u>			<u>25,742,355</u>
<b>ENTERPRISE</b>						
WATER OPERATIONS	(1,362,550)	35,901,800	34,654,191			(114,941)
RECYCLED WATER OPERATIONS	4,680,486	7,265,650	7,682,227			4,263,909
WASTEWATER OPERATIONS	116,126	11,941,000	11,336,015			721,111
SOLID WASTE MANAGEMENT	9,761,063	3,453,200	3,503,924			9,710,339
TOTAL ENTERPRISE	<u>13,195,125</u>	<u>58,561,650</u>	<u>57,176,357</u>			<u>14,580,418</u>
<b>INTERNAL SERVICE</b>						
WORKERS' COMPENSATION	1,089,793	1,500,830	1,655,668			934,955
RISK MANAGEMENT	335,061	1,858,560	1,673,429			520,192
SELF-INSURED BENEFITS	1,228,621	2,712,594	4,188,113			(246,898)
VEHICLE MAINTENANCE	748,411	2,752,170	2,837,449			663,132
VEHICLE REPLACEMENT	15,068,039	2,120,012	1,274,500			15,913,551
INFORMATION TECHNOLOGY	3,906,952	6,707,781	6,519,859			4,094,874
TOTAL INTERNAL SERVICE	<u>22,376,877</u>	<u>17,651,947</u>	<u>18,149,018</u>			<u>21,879,806</u>
<b>REDEVELOPMENT OBLIGATION RETIREMENT FUNDS</b>						
VILLAGE RDA OBLIGATION RETIREMENT FUND	5,349,430	2,145,000	1,396,715			6,097,715
VILLAGE LOW AND MODERATE INCOME HOUSING	7,517,741	0	0			7,517,741
SCC RDA OBLIGATION RETIREMENT FUND	3,749,159	0	0			3,749,159
SCC LOW AND MODERATE INCOME HOUSING	223,147	0	0			223,147
TOTAL REDEVELOPMENT OBLIGATION RETIREMENT FUNDS	<u>16,839,477</u>	<u>2,145,000</u>	<u>1,396,715</u>			<u>17,587,762</u>
<b>TOTAL OPERATING FUNDS</b>	<u>\$133,811,902</u>	<u>\$205,777,495</u>	<u>\$202,743,140</u>	<u>\$0</u>		<u>\$136,846,257</u>

\* FOR THE GENERAL FUND ONLY THIS REPRESENTS UNDESIGNATED, UNRESERVED FUND BALANCE.

**CITY OF CARLSBAD  
OPERATING FUNDS  
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2010-11	PROJECTED REVENUE 2011-12	ESTIMATED REVENUE 2012-13	AS % OF FY 11-12 PROJECTED	DIFFERENCE 2011-12 TO 2012-13
<b>GENERAL FUND</b>					
<b>TAXES</b>					
PROPERTY TAX	\$48,409,518	\$48,107,000	\$47,805,000	-0.6%	(\$302,000)
SALES TAX	26,386,132	27,561,000	28,782,000	4.4%	1,221,000
TRANSIENT TAX	11,568,576	12,545,000	13,482,000	7.5%	937,000
FRANCHISE TAX	4,649,535	4,785,000	4,883,000	2.1%	98,000
BUSINESS LICENSE TAX	3,581,368	3,689,000	3,556,000	-3.6%	(133,000)
TRANSFER TAX	910,976	950,000	1,086,000	14.3%	136,000
<b>TOTAL TAXES</b>	<b>95,506,105</b>	<b>97,637,000</b>	<b>99,594,000</b>	<b>2.0%</b>	<b>1,957,000</b>
<b>INTERGOVERNMENTAL</b>					
VEHICLE LICENSE FEES	483,273	53,000	0	-100.0%	(53,000)
HOMEOWNERS EXEMPTION	372,945	375,000	377,000	0.5%	2,000
OTHER INTERGOVERNMENTAL	1,066,496	799,000	496,000	-37.9%	(303,000)
<b>TOTAL INTERGOVERNMENTAL</b>	<b>1,922,714</b>	<b>1,227,000</b>	<b>873,000</b>	<b>-28.9%</b>	<b>(354,000)</b>
<b>LICENSES AND PERMITS</b>					
BUILDING PERMITS	767,581	665,000	596,000	-10.4%	(69,000)
OTHER LICENSES & PERMITS	822,704	870,000	780,000	-10.3%	(90,000)
<b>TOTAL LICENSES &amp; PERMITS</b>	<b>1,590,285</b>	<b>1,535,000</b>	<b>1,376,000</b>	<b>-10.4%</b>	<b>(159,000)</b>
<b>CHARGES FOR SERVICES</b>					
PLANNING FEES	285,268	350,000	314,000	-10.3%	(36,000)
BUILDING DEPT. FEES	681,264	628,000	563,000	-10.4%	(65,000)
ENGINEERING FEES	668,756	640,000	573,000	-10.5%	(67,000)
AMBULANCE FEES	2,471,422	2,525,000	2,581,000	2.2%	56,000
RECREATION FEES	1,694,304	1,500,000	1,527,000	1.8%	27,000
OTHER CHARGES OR FEES	660,770	673,000	685,000	1.8%	12,000
<b>TOTAL CHARGES FOR SERVICES</b>	<b>6,461,784</b>	<b>6,316,000</b>	<b>6,243,000</b>	<b>-1.2%</b>	<b>(73,000)</b>
<b>FINES AND FORFEITURES</b>	<b>1,001,462</b>	<b>900,000</b>	<b>916,000</b>	<b>1.8%</b>	<b>16,000</b>
<b>INCOME FROM INVESTMENTS AND PROPERTY*</b>	<b>2,219,842</b>	<b>2,321,000</b>	<b>2,574,000</b>	<b>10.9%</b>	<b>253,000</b>
<b>INTERDEPARTMENTAL CHARGES</b>	<b>3,015,094</b>	<b>3,700,000</b>	<b>3,675,000</b>	<b>-0.7%</b>	<b>(25,000)</b>
<b>OTHER REVENUE SOURCES</b>	<b>2,652,756</b>	<b>977,000</b>	<b>855,000</b>	<b>-12.5%</b>	<b>(122,000)</b>
<b>TOTAL GENERAL FUND</b>	<b>\$114,370,042</b>	<b>\$114,613,000</b>	<b>\$116,106,000</b>	<b>1.3%</b>	<b>\$1,493,000</b>

\* INTEREST IS CALCULATED ON AN AMORTIZED COST BASIS

**CITY OF CARLSBAD  
OPERATING FUNDS  
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2010-11	PROJECTED REVENUE 2011-12	ESTIMATED REVENUE 2012-13	AS % OF FY 11-12 PROJECTED	DIFFERENCE 2011-12 TO 2012-13
<b>SPECIAL REVENUE FUNDS</b>					
<b>AFFORDABLE HOUSING</b>					
AFFORDABLE HOUSING FEES	\$69,730	\$1,720,000	\$174,000	-89.9%	(\$1,546,000)
FEDERAL GRANT	89,988	24,350	580,000	2281.9%	555,650
STATE GRANT	1,000	0	980	0.0%	980
INTEREST	199,045	60,000	260,000	333.3%	200,000
OTHER	601,205	460,000	220,000	-52.2%	(240,000)
TOTAL AFFORDABLE HOUSING	960,968	2,264,350	1,234,980	-45.5%	(1,029,370)
<b>BUENA VISTA CHANNEL MAINTENANCE</b>					
BUENA VISTA FEES	82,679	100,000	100,000	0.0%	0
INTEREST	17,632	25,700	21,950	-14.6%	(3,750)
TOTAL BUENA VISTA CHANNEL MAINTENANCE	100,311	125,700	121,950	-3.0%	(3,750)
<b>CITIZEN'S OPTION FOR PUBLIC SAFETY</b>					
STATE FUNDING (AB3229)	104,732	83,000	110,388	33.0%	27,388
INTEREST	6	1,000	0	-100.0%	(1,000)
TOTAL CITIZENS OPTION FOR PUBLIC SAFETY	104,738	84,000	110,388	31.4%	26,388
<b>COMMUNITY ACTIVITY GRANTS</b>					
INTEREST	13,753	5,000	15,000	200.0%	10,000
TOTAL COMMUNITY ACTIVITY GRANTS	13,753	5,000	15,000	200.0%	10,000
<b>COMMUNITY DEVELOPMENT BLOCK GRANT</b>					
FEDERAL GRANT	405,785	0	0	0.0%	0
INTEREST	950,929	24,000	0	-100.0%	(24,000)
OTHER	1,032,304	0	0	0.0%	0
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT	2,389,018	24,000	0	-100.0%	(24,000)
<b>CULTURAL ARTS DONATIONS</b>					
DONATIONS	41,690	23,000	34,000	47.8%	11,000
INTEREST	1,623	400	0	-100.0%	(400)
OTHER	5,000	6,000	7,500	25.0%	1,500
TOTAL CULTURAL ARTS DONATIONS	48,313	29,400	41,500	41.2%	12,100
<b>LIBRARY AND ARTS ENDOWMENT FUND</b>					
INTEREST	3,450	1,000	4,000	300.0%	3,000
TOTAL LIBRARY AND ARTS ENDOWMENT FUND	3,450	1,000	4,000	300.0%	3,000
<b>LIBRARY GIFTS/BEQUESTS</b>					
GIFTS/BEQUESTS	195,312	128,600	120,000	-6.7%	(8,600)
INTEREST	2,589	1,000	0	-100.0%	(1,000)
TOTAL LIBRARY GIFTS/BEQUESTS	197,901	129,600	120,000	-7.4%	(9,600)
<b>LIGHTING AND LANDSCAPING DISTRICT NO. #2</b>					
LLD #2 FEES	415,424	412,500	489,632	18.7%	77,132
INTEREST	16,118	20,000	28,399	42.0%	8,399
TOTAL LIGHTING AND LANDSCAPING DIST. NO. #2	431,542	432,500	518,031	19.8%	85,531
<b>LOCAL CABLE INFRASTRUCTURE FUND</b>					
CABLE FEES	356,330	326,000	362,000	11.0%	36,000
INTEREST	6,507	3,000	7,000	133.3%	4,000
TOTAL LOCAL CABLE INFRASTRUCTURE FUND	362,837	329,000	369,000	12.2%	40,000
<b>MEDIAN MAINTENANCE</b>					
MEDIAN MAINTENANCE FEES	358,994	359,000	358,029	-0.3%	(971)
INTEREST	148	0	0	0.0%	0
OTHER	253,850	359,500	378,089	5.2%	18,589
TOTAL MEDIAN MAINTENANCE	612,992	718,500	736,118	2.5%	17,618
<b>POLICE ASSET FORFEITURE</b>					
ASSET FORFEITURES	49,473	50,000	50,000	0.0%	0
INTEREST	10,521	3,000	12,000	300.0%	9,000
TOTAL POLICE ASSET FORFEITURE	59,994	53,000	62,000	17.0%	9,000
<b>POLICE GRANTS</b>					
FEDERAL GRANT	247,572	185,000	668,615	261.4%	483,615
INTEREST	(2,197)	0	0	0.0%	0
TOTAL POLICE GRANTS	245,375	185,000	668,615	261.4%	483,615



**CITY OF CARLSBAD  
OPERATING FUNDS  
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2010-11	PROJECTED REVENUE 2011-12	ESTIMATED REVENUE 2012-13	AS % OF FY 11-12 PROJECTED	DIFFERENCE 2011-12 TO 2012-13
<b>SPECIAL REVENUE FUNDS - CONTINUED</b>					
PUBLIC ART					
INTEREST	\$2,182	\$0	\$0	0.0%	\$0
TOTAL PUBLIC ART	2,182	0	0	0.0%	0
RECREATION DONATIONS					
DONATIONS & GRANTS	65,385	30,200	20,750	-31.3%	(9,450)
INTEREST	3,226	1,000	0	-100.0%	(1,000)
TOTAL RECREATION DONATIONS	68,611	31,200	20,750	-33.5%	(10,450)
RENTAL ASSISTANCE					
FEDERAL GRANT	6,620,340	5,879,000	5,703,538	-3.0%	(175,462)
INTEREST	20,440	3,000	16,704	456.8%	13,704
OTHER	21,558	20,000	50,000	150.0%	30,000
TOTAL RENTAL ASSISTANCE	6,662,338	5,902,000	5,770,242	-2.2%	(131,758)
SENIOR DONATIONS					
DONATIONS	12,956	8,000	8,000	0.0%	0
INTEREST	2,632	1,000	2,000	100.0%	1,000
OTHER	14,841	14,000	15,000	7.1%	1,000
TOTAL SENIOR DONATIONS	30,429	23,000	25,000	8.7%	2,000
STREET LIGHTING					
GOVERNMENT GRANTS AND LOANS	581,412	204,500	0	-100.0%	(204,500)
STREET LIGHTING FEES	732,058	879,200	730,557	-16.9%	(148,643)
OTHER	283,357	28,000	141,387	405.0%	113,387
INTEREST	(1,696)	13,800	12,230	-11.4%	(1,570)
TOTAL STREET LIGHTING	1,595,131	1,125,500	884,174	-21.4%	(241,326)
STREET TREE MAINTENANCE					
TREE MAINTENANCE FEES	466,663	465,000	461,493	-0.8%	(3,507)
INTEREST	4,989	1,500	0	-100.0%	(1,500)
OTHER	0	114,000	149,657	31.3%	35,657
TOTAL STREET TREE MAINTENANCE	471,652	580,500	611,150	5.3%	30,650
TOTAL SPECIAL REVENUE FUNDS	\$14,361,535	\$12,043,250	\$11,312,898	-6.1%	(\$730,352)

**CITY OF CARLSBAD  
OPERATING FUNDS  
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2010-11	PROJECTED REVENUE 2011-12	ESTIMATED REVENUE 2012-13	AS % OF FY 11-12 PROJECTED	DIFFERENCE 2011-12 TO 2012-13
<b>ENTERPRISE FUNDS</b>					
<b>WATER OPERATIONS</b>					
WATER SALES	\$18,160,522	\$21,200,000	\$23,300,000	9.9%	\$2,100,000
READY TO SERVE CHARGES	7,371,202	8,020,000	8,750,000	9.1%	730,000
PROPERTY TAXES	2,755,099	2,930,000	2,930,000	0.0%	0
NEW ACCOUNT CHARGES	123,440	100,000	100,000	0.0%	0
BACK-FLOW PROGRAM FEES	120,051	125,000	125,000	0.0%	0
PENALTY FEES	280,534	280,000	280,000	0.0%	0
INTEREST	(10,339)	2,800	1,000	-64.3%	(1,800)
ENGINEERING OVERHEAD	90,732	80,000	80,000	0.0%	0
SERVICE CONNECTION FEES	89,560	90,000	90,000	0.0%	0
OTHER	3,386,098	244,000	245,800	0.7%	1,800
<b>TOTAL WATER OPERATIONS</b>	<b>32,366,899</b>	<b>33,071,800</b>	<b>35,901,800</b>	<b>8.6%</b>	<b>2,830,000</b>
<b>RECYCLED WATER OPERATIONS</b>					
WATER SALES	4,038,481	4,912,000	5,404,000	10.0%	492,000
READY-TO-SERVE CHARGE	525,300	575,000	625,000	8.7%	50,000
RECYCLED WATER CREDITS	1,018,673	1,000,000	1,000,000	0.0%	0
INTEREST	73,721	125,000	100,000	-20.0%	(25,000)
OTHER	288,304	106,650	136,650	28.1%	30,000
<b>TOTAL RECYCLED WATER OPERATIONS</b>	<b>5,944,479</b>	<b>6,718,650</b>	<b>7,265,650</b>	<b>8.1%</b>	<b>547,000</b>
<b>WASTEWATER OPERATIONS</b>					
SERVICE CHARGES	9,952,563	10,895,000	11,530,000	5.8%	635,000
MISC SEWER	20,491	20,000	20,000	0.0%	0
ENGINEERING OVERHEAD	185,353	185,000	175,000	-5.4%	(10,000)
PENALTY FEES	79,510	90,000	80,000	-11.1%	(10,000)
INTEREST	48,841	61,000	66,000	8.2%	5,000
OTHER	237,374	80,000	70,000	-12.5%	(10,000)
<b>TOTAL WASTEWATER OPERATIONS</b>	<b>10,524,132</b>	<b>11,331,000</b>	<b>11,941,000</b>	<b>5.4%</b>	<b>610,000</b>
<b>SOLID WASTE MANAGEMENT</b>					
INTEREST	127,950	163,000	160,000	-1.8%	(3,000)
RECYCLING FEES (AB939)	277,451	275,000	275,000	0.0%	0
PENALTY FEES	54,286	53,000	53,000	0.0%	0
TRASH SURCHARGE	2,683,658	2,600,000	2,700,000	3.9%	100,000
OTHER	296,556	218,943	265,200	21.1%	46,257
<b>TOTAL SOLID WASTE MANAGEMENT</b>	<b>3,439,901</b>	<b>3,309,943</b>	<b>3,453,200</b>	<b>4.3%</b>	<b>143,257</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$52,275,411</b>	<b>\$54,431,393</b>	<b>\$58,561,650</b>	<b>7.6%</b>	<b>\$4,130,257</b>

**CITY OF CARLSBAD  
OPERATING FUNDS  
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2010-11	PROJECTED REVENUE 2011-12	ESTIMATED REVENUE 2012-13	AS % OF FY 11-12 PROJECTED	DIFFERENCE 2011-12 TO 2012-13
<b>INTERNAL SERVICE FUNDS</b>					
<b>WORKERS' COMPENSATION</b>					
INTERDEPARTMENTAL	\$1,327,400	\$1,457,230	\$1,500,830	3.0%	\$43,600
INTEREST	88,873	115,574	0	-100.0%	(115,574)
OTHER	1,099,703	4,280	0	-100.0%	(4,280)
<b>TOTAL WORKERS' COMPENSATION</b>	<b>2,515,976</b>	<b>1,577,084</b>	<b>1,500,830</b>	<b>-4.8%</b>	<b>(76,254)</b>
<b>RISK MANAGEMENT</b>					
INTERDEPARTMENTAL	1,563,720	1,656,970	1,858,560	12.2%	201,590
INTEREST	8,985	0	0	0.0%	0
OTHER	28,493	25,000	0	-100.0%	(25,000)
<b>TOTAL RISK MANAGEMENT</b>	<b>1,601,198</b>	<b>1,681,970</b>	<b>1,858,560</b>	<b>10.5%</b>	<b>176,590</b>
<b>SELF-INSURED BENEFITS</b>					
INTERDEPARTMENTAL	799,077	832,878	874,522	5.0%	41,644
OTHER	76,411	38,072	1,838,072	4727.9%	1,800,000
<b>TOTAL SELF-INSURED BENEFITS</b>	<b>875,488</b>	<b>870,950</b>	<b>2,712,594</b>	<b>211.5%</b>	<b>1,841,644</b>
<b>VEHICLE MAINTENANCE</b>					
INTERDEPARTMENTAL	2,638,434	2,885,809	2,720,170	-5.7%	(165,639)
INTEREST	3,078	6,369	0	-100.0%	(6,369)
OTHER	30,272	19,637	32,000	63.0%	12,363
<b>TOTAL VEHICLE MAINTENANCE</b>	<b>2,671,784</b>	<b>2,911,815</b>	<b>2,752,170</b>	<b>-5.5%</b>	<b>(159,645)</b>
<b>VEHICLE REPLACEMENT</b>					
INTERDEPARTMENTAL	2,167,436	1,862,321	1,820,012	-2.3%	(42,309)
INTEREST	202,480	213,232	300,000	40.7%	86,768
OTHER	45,691	3,494	0	-100.0%	(3,494)
<b>TOTAL VEHICLE REPLACEMENT</b>	<b>2,415,607</b>	<b>2,079,047</b>	<b>2,120,012</b>	<b>2.0%</b>	<b>40,965</b>
<b>INFORMATION TECHNOLOGY</b>					
INTERDEPARTMENTAL	6,514,147	6,682,808	6,639,381	-0.7%	(43,427)
INTEREST	58,255	15,000	68,000	353.3%	53,000
OTHER	60,667	15,000	400	-97.3%	(14,600)
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>6,633,069</b>	<b>6,712,808</b>	<b>6,707,781</b>	<b>-0.1%</b>	<b>(5,027)</b>
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$16,713,122</b>	<b>\$15,833,674</b>	<b>\$17,651,947</b>	<b>11.5%</b>	<b>\$1,818,273</b>

**CITY OF CARLSBAD  
OPERATING FUNDS  
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2010-11	PROJECTED REVENUE 2011-12	ESTIMATED REVENUE 2012-13	AS % OF FY 11-12 PROJECTED	DIFFERENCE 2011-12 TO 2012-13
<b>REDEVELOPMENT OBLIGATION RETIREMENT FUNDS</b>					
<b>VILLAGE RDA OBLIGATION RETIREMENT FUND</b>					
RENTAL INCOME	\$14,862	\$8,800	\$0	-100.0%	(\$8,800)
TAX INCREMENT	2,820,708	2,665,000	2,130,000	-20.1%	(535,000)
INTEREST	40,155	10,000	15,000	50.0%	5,000
OTHER	7,718	2,800	0	-100.0%	(2,800)
TOTAL VILLAGE OPERATIONS / DEBT SERVICE	2,883,443	2,686,600	2,145,000	-20.2%	(541,600)
<b>VILLAGE LOW AND MODERATE INCOME HOUSING</b>					
TAX INCREMENT	705,177	399,680	0	-100.0%	(399,680)
INTEREST	357,718	17,000	0	-100.0%	(17,000)
OTHER	0	15,000	0	-100.0%	(15,000)
TOTAL VILLAGE LOW AND MOD INCOME HOUSING	1,062,895	431,680	0	-100.0%	(431,680)
<b>SCC RDA OBLIGATION RETIREMENT FUND</b>					
INTEREST	96,129	15,000	0	-100.0%	(15,000)
OTHER	0	3,300	0	-100.0%	(3,300)
TOTAL SCCRDA OPERATIONS / DEBT SERVICE	96,129	18,300	0	-100.0%	(18,300)
<b>SCC LOW AND MODERATE INCOME HOUSING</b>					
INTEREST	3,380	1,000	0	-100.0%	(1,000)
TOTAL SCCRDA LOW AND MOD INCOME HOUSING	3,380	1,000	0	-100.0%	(1,000)
TOTAL REDEVELOPMENT FUNDS	\$4,045,847	\$3,137,580	\$2,145,000	-31.6%	(\$992,580)
<b>TOTAL OPERATING FUNDS</b>	<b>\$201,765,957</b>	<b>\$200,058,897</b>	<b>\$205,777,495</b>	<b>2.9%</b>	<b>\$5,718,598</b>



**CITY OF CARLSBAD  
OPERATING FUNDS  
BUDGET EXPENDITURE SCHEDULE**

DEPARTMENT	2009-10 ACTUAL*	2010-11 ACTUALS	2011-12 ESTIMATED EXPENDITURES	2011-12 BUDGET	2012-13 BUDGET	%INCR (DEC) 11-12 BUD TO 12-13 BUD
<b>GENERAL FUND</b>						
<b>POLICY AND LEADERSHIP GROUP</b>						
CITY COUNCIL	\$333,004	\$352,145	\$298,245	\$372,344	\$352,729	-5.3%
CITY ATTORNEY	1,294,939	1,327,414	1,192,657	1,336,460	1,336,908	0.0%
CITY CLERK	105,532	176,655	124,469	139,803	141,563	1.3%
CITY MANAGER	1,598,471	1,348,850	1,282,132	1,491,771	1,504,476	0.9%
CITY TREASURER	189,895	181,262	185,503	197,922	194,812	-1.6%
COMMUNICATIONS	765,065	793,887	773,000	679,661	725,987	6.8%
RECORDS MANAGEMENT	777,147	775,002	685,930	698,511	792,303	13.4%
TOTAL POLICY AND LEADERSHIP GROUP	5,064,053	4,955,215	4,541,936	4,916,472	5,048,778	2.7%
<b>INTERNAL SERVICES</b>						
FINANCE	3,290,451	3,472,814	3,682,088	3,383,709	3,511,305	3.8%
HUMAN RESOURCES	2,255,036	2,320,758	1,952,201	2,294,266	2,275,507	-0.8%
PROPERTY AND ENVIRONMENTAL MANAGEMENT	4,637,869	4,660,673	4,820,111	4,738,531	5,135,939	8.4%
TOTAL INTERNAL SERVICES	10,183,356	10,454,245	10,454,400	10,416,506	10,922,751	4.9%
<b>COMMUNITY DEVELOPMENT</b>						
COMMUNITY AND ECONOMIC DEVELOPMENT	8,141,073	7,309,222	6,934,565	7,161,357	7,061,612	-1.4%
HOUSING AND NEIGHBORHOOD SERVICES	390,147	400,062	535,067	550,245	576,991	4.9%
TOTAL COMMUNITY DEVELOPMENT	8,531,220	7,709,284	7,469,632	7,711,602	7,638,603	-0.9%
<b>COMMUNITY SERVICES</b>						
LIBRARY AND ARTS	10,101,250	10,528,095	10,519,653	10,412,121	10,308,502	-1.0%
PARKS AND RECREATION	12,323,928	11,867,576	12,076,572	13,115,867	12,718,661	-3.0%
TOTAL COMMUNITY SERVICES	22,425,178	22,395,671	22,596,225	23,527,988	23,027,163	-2.1%
<b>PUBLIC SAFETY</b>						
FIRE	17,111,580	16,121,182	16,923,225	16,931,875	17,540,315	3.6%
POLICE	27,291,191	27,670,820	27,738,304	28,108,895	27,937,848	-0.6%
TOTAL PUBLIC SAFETY	44,402,771	43,792,002	44,661,529	45,040,770	45,478,163	1.0%
<b>PUBLIC WORKS</b>						
TRANSPORTATION	9,023,875	8,312,277	10,007,090	8,883,352	8,840,761	-0.5%
STORM DRAIN ENGINEERING	279,592	260,580	269,643	281,317	281,483	0.1%
TOTAL PUBLIC WORKS	9,303,467	8,572,857	10,276,733	9,164,669	9,122,244	-0.5%

NOTE: ESTIMATED EXPENDITURES MAY EXCEED ADOPTED BUDGET SINCE THEY INCLUDE PRIOR YEAR BUDGET APPROPRIATIONS.

\* ACTUALS, ESTIMATED EXPENDITURES AND BUDGET HAVE BEEN ADJUSTED TO REFLECT THE CITY'S REORGANIZATION IMPLEMENTATION.

**CITY OF CARLSBAD  
OPERATING FUNDS  
BUDGET EXPENDITURE SCHEDULE**

DEPARTMENT	2009-10 ACTUAL*	2010-11 ACTUALS	2011-12 ESTIMATED EXPENDITURES	2011-12 BUDGET	2012-13 BUDGET	%INCR (DEC) 11-12 BUD TO 12-13 BUD
<b>GENERAL FUND - CONTINUED</b>						
<b>MISCELLANEOUS NON-DEPARTMENTAL</b>						
EXPENDITURES						
COMMUNITY CONTRIBUTIONS	22,000	51,612	187,316	33,640	0	-100.0%
DUES & SUBSCRIPTIONS	55,081	62,931	54,481	55,000	55,550	1.0%
LEGAL SERVICES	42,231	58,605	51,945	80,000	80,000	0.0%
PROFESSIONAL SERVICES	37,039	130,552	379,386	88,000	316,100	259.2%
OTHER MISCELLANEOUS EXPENDITURES	56,373	49,566	176,447	0	0	-
PERSONNEL RELATED	336,594	26,340	57,904	0	140,000	-
PROPERTY TAX & OTHER ADMINISTRATION	660,807	724,334	747,864	750,000	800,000	6.7%
TOTAL EXPENDITURES	1,210,125	1,103,940	1,655,343	1,006,640	1,391,650	38.2%
TRANSFERS						
INFRASTRUCTURE REPLACEMENT FUND	6,538,000	7,175,000	7,382,000	7,382,000	7,547,000	2.2%
TRANSFERS TO SELF INSURED BEN.-PERS SETASIDE	0	0	1,400,000	0	1,800,000	-
TRANSFERS TO GOLF COURSE: DEBT SERVICE	0	0	1,110,750	1,110,750	945,000	-14.9%
TRANSFERS TO GOLF COURSE: OPERATING SUBSIDY	0	0	533,842	295,000	0	-100.0%
TRANSFER TO LLD#1 (MEDIANS & TREES)	0	253,850	473,000	473,000	527,746	11.6%
TRANSFER TO STORM WATER PROGRAM	177,000	134,790	200,000	215,000	210,000	-2.3%
OTHER MISCELLANEOUS TRANSFERS	3,137,463	1,350,000	1,629,806	0	0	-
TOTAL TRANSFERS	9,852,463	8,913,640	12,729,398	9,475,750	11,029,746	16.4%
TOTAL MISCELLANEOUS NON-DEPARTMENTAL	11,062,588	10,017,580	14,384,741	10,482,390	12,421,396	18.5%
SUBTOTAL GENERAL FUND	110,972,633	107,896,854	114,385,196	111,260,397	113,659,098	2.2%
CONTINGENCIES	0	0	0	500,000	1,500,000	200.0%
TOTAL GENERAL FUND	\$110,972,633	\$107,896,854	\$114,385,196	\$111,760,397	\$115,159,098	3.0%

**CITY OF CARLSBAD  
OPERATING FUNDS  
BUDGET EXPENDITURE SCHEDULE**

			2011-12			%INCR (DEC)
	2009-10	2010-11	ESTIMATED	2011-12	2012-13	11-12 BUD
DEPARTMENT	ACTUAL*	ACTUALS	EXPENDITURES	BUDGET	BUDGET	TO 12-13 BUD
<b>SPECIAL REVENUE FUNDS</b>						
AFFORDABLE HOUSING	\$489,965	\$422,790	\$530,047	\$473,580	\$573,244	21.0%
BUENA VISTA CHANNEL MAINTENANCE	81,213	84,852	293,511	293,511	133,230	-54.6%
CITIZEN'S OPTION FOR PUBLIC SAFETY	128,970	90,447	82,235	0	110,388	-
COMMUNITY ACTIVITY GRANTS	40,000	0	35,140	50,000	28,000	-44.0%
COMMUNITY DEVELOPMENT BLOCK GRANT	435,628	584,813	99,777	664,834	540,570	-18.7%
CULTURAL ARTS DONATIONS	83,512	78,703	89,029	76,960	56,500	-26.6%
LIBRARY AND ARTS ENDOWMENT FUND	13,025	6,605	6,000	4,000	4,000	0.0%
LIBRARY GIFTS/BEQUESTS	188,672	118,516	130,110	59,000	65,620	11.2%
LIGHTING AND LANDSCAPING DISTRICT NO. 2	214,478	192,045	220,147	216,847	236,256	9.0%
LOCAL CABLE INFRASTRUCTURE FUND	197,584	271,414	450,106	366,962	362,535	-1.2%
MEDIAN MAINTENANCE	599,179	715,442	842,662	730,814	735,758	0.7%
POLICE ASSET FORFEITURE	99,419	19,450	247,487	156,258	35,775	-77.1%
POLICE GRANTS	38,304	341,661	649,348	0	0	-
PUBLIC ART	6,542	187,672	0	0	0	-
RECREATION DONATIONS	26,933	28,482	42,333	44,408	45,319	2.1%
RENTAL ASSISTANCE	6,251,051	6,356,973	6,646,163	6,622,482	6,219,914	-6.1%
SENIOR DONATIONS	23,095	30,973	15,912	34,990	37,990	8.6%
STREET LIGHTING	1,287,285	2,268,015	1,108,995	1,002,765	1,025,421	2.3%
STREET TREE MAINTENANCE	552,035	645,070	634,669	643,892	651,432	1.2%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$10,756,890</b>	<b>\$12,443,923</b>	<b>\$12,123,671</b>	<b>\$11,441,303</b>	<b>\$10,861,952</b>	<b>-5.1%</b>
<b>ENTERPRISE FUNDS</b>						
WATER OPERATIONS	\$29,330,780	\$32,787,830	\$32,013,625	\$31,554,624	\$34,654,191	9.8%
RECYCLED WATER OPERATIONS	6,419,797	5,926,059	7,409,233	7,404,022	7,682,227	3.8%
WASTEWATER OPERATIONS	10,003,751	7,961,081	10,408,759	11,058,124	11,336,015	2.5%
SOLID WASTE MANAGEMENT	2,660,596	2,544,050	3,141,223	3,500,924	3,503,924	0.1%
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$48,414,924</b>	<b>\$49,219,020</b>	<b>\$52,972,840</b>	<b>\$53,517,694</b>	<b>\$57,176,357</b>	<b>6.8%</b>
<b>INTERNAL SERVICE FUNDS</b>						
WORKERS' COMPENSATION	\$1,596,033	\$3,029,600	\$2,393,578	\$1,996,557	\$1,655,668	-17.1%
RISK MANAGEMENT	1,118,322	2,275,616	1,356,594	1,381,044	1,673,429	21.2%
SELF-INSURED BENEFITS	959,026	983,628	785,000	1,098,265	4,188,113	281.3%
VEHICLE MAINTENANCE	2,576,267	2,701,744	2,719,368	2,845,518	2,837,449	-0.3%
VEHICLE REPLACEMENT	1,042,260	1,380,253	1,388,853	1,716,500	1,274,500	-25.8%
INFORMATION TECHNOLOGY	5,971,417	6,180,017	7,018,150	6,299,288	6,519,859	3.5%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>\$13,263,325</b>	<b>\$16,550,858</b>	<b>\$15,661,543</b>	<b>\$15,337,172</b>	<b>\$18,149,018</b>	<b>18.3%</b>
<b>REDEVELOPMENT OBLIGATION RETIREMENT FUNDS</b>						
VILLAGE RDA OBLIGATION RETIREMENT FUND	\$7,776,839	\$2,130,553	\$340,000	\$1,441,954	\$1,396,715	-3.1%
VILLAGE LOW AND MODERATE INCOME HOUSING	82,053	78,209	70,191	73,558	0	-100.0%
SCC RDA OBLIGATION RETIREMENT FUND	1,233,314	643,494	170,196	195,459	0	-100.0%
SCC LOW AND MODERATE INCOME HOUSING	32,017	43,988	47,156	49,016	0	-100.0%
<b>TOTAL REDEVELOPMENT</b>	<b>\$9,124,223</b>	<b>\$2,896,244</b>	<b>\$627,543</b>	<b>\$1,759,987</b>	<b>\$1,396,715</b>	<b>-20.6%</b>
<b>TOTAL OPERATING FUNDS</b>	<b>\$192,531,995</b>	<b>\$189,006,899</b>	<b>\$195,770,793</b>	<b>\$193,816,553</b>	<b>\$202,743,140</b>	<b>4.6%</b>

General Fund \$115,159,098  
Non GF 87,584,042  
\$202,743,140

NOTE: Estimated expenditures may exceed Adopted Budget since they include prior year budget appropriations.

\* ACTUALS, ESTIMATED EXPENDITURES AND BUDGET HAVE BEEN ADJUSTED TO REFLECT THE CITY'S REORGANIZATION IMPLEMENTATION.



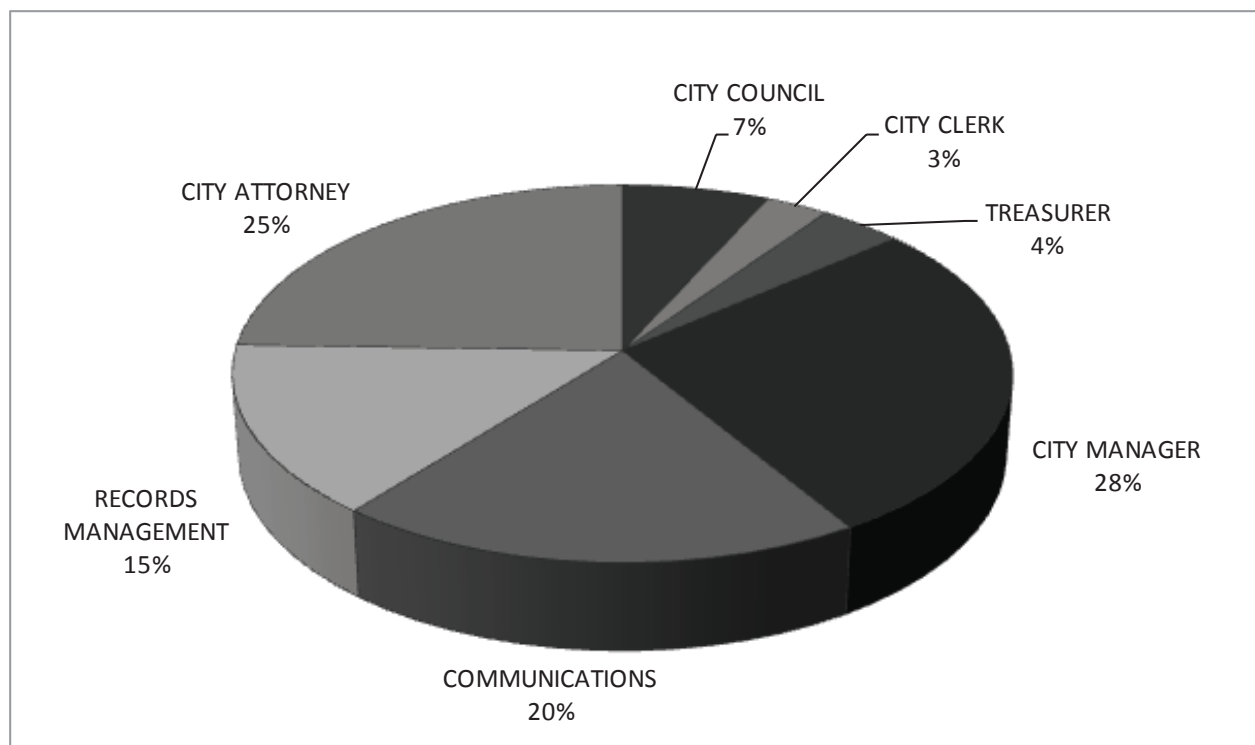




**PROGRAM: POLICY AND LEADERSHIP**  
**FUND: VARIOUS**  
**PROGRAM GROUP: VARIOUS**

**SUMMARY**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$3,861,613	\$3,673,460	\$3,694,798	\$3,688,230
MAINTENANCE & OPERATIONS	1,305,760	1,474,534	1,536,004	1,618,321
CAPITAL OUTLAY	94,264	78,635	52,632	104,762
GRAND TOTAL	\$5,261,637	\$5,226,629	\$5,283,434	\$5,411,313
<b>FULL TIME POSITIONS</b>	<b>27.50</b>	<b>27.50</b>	<b>24.75</b>	<b>24.50</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.50</b>	<b>0.50</b>



**PROGRAM:** CITY COUNCIL  
**FUND:** GENERAL  
**PROGRAM GROUP:** CITY COUNCIL

ACCT NO. 0010110

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$267,978	\$265,453	\$285,235	\$280,833
MAINTENANCE & OPERATIONS	65,026	86,692	87,109	71,896
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$333,004	\$352,145	\$372,344	\$352,729
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

### PROGRAM GROUP DESCRIPTION:

As the legislative body of the City, the City Council establishes the policies and regulatory ordinances under which the City operates. The City Council has defined goals and objectives to guide the allocation of City resources to meet the needs of the community through the policy development process.

### CITY COUNCIL STRATEGIC FOCUS AREAS:

- **Creating quality jobs in a new economy** – Support local companies, attract talent and innovators, and partner with universities and research institutions to become a hub for higher education. Streamline city processes for companies considering relocating to Carlsbad.
- **Sustainable organization** – Be an adaptable, responsive and efficient organization that delivers cost effective, high quality services. Retain a motivated, flexible and responsive staff and incentivize high performance.
- **Updating land use policies** – Through the General Plan update, adapt city land use policies to address population and demographic trends. Maintain the city's high standards and balance a thriving community with the need for tranquil, natural open spaces.
- **Changing recreation needs** – Meet the community's changing recreation needs, including more for active seniors and young people. Consider accelerating schedule for building new parks and community centers. Look beyond parks to an expanded trails system and open spaces that encourage a healthy outdoor lifestyle. Consider opportunities for public-private partnerships to expand offerings in a cost effective manner.
- **Complete streets** – Begin adapting Carlsbad streets to accommodate and encourage all modes of transportation, not just cars. Use street design to create a sense of place and community through green spaces, medians and signage. Complete traffic signal technology upgrades to improve traffic flow.
- **Fostering the next generation of community leaders** – Finding ways to encourage younger people to participate in city leadership and governance.

### SIGNIFICANT CHANGES:

None

**PROGRAM:** CITY CLERK  
**FUND:** GENERAL  
**PROGRAM GROUP:** CITY CLERK

ACCT NO. 0010210

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$15,416	\$15,492	\$15,850	\$29,100
MAINTENANCE & OPERATIONS	90,116	161,163	123,953	112,463
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$105,532	\$176,655	\$139,803	\$141,563
<b>FULL TIME POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### PROGRAM GROUP DESCRIPTION:

The City Clerk is an elected, part-time official. Support services for major functions and daily operations are provided by Records Management staff.

The office is responsible for the following major functions:

- Election administration
- Minutes preparation and indexing
- Agenda preparation
- Legal noticing and publishing
- FPPC filings

### KEY ACHIEVEMENTS FOR 2011-12:

#### Continued Customer Service Efforts:

- Continued compliance with mandates of federal, state, and local laws.
- Continued posting of agenda items and public notices on website for enhanced public access.
- Continued provision of agendas, agenda bills, minutes, resolutions, and ordinances to the public via the Internet DocPub to allow citizens quick access to historic information.
- Continued coordination and responses to Public Records Act Requests and Internet Mailbox inquiries
- Provided training to staff regarding creation and processing of Agenda Bills and Ordinances
- Provided standardized training for newly appointed Board, Commission, and Committee Members.

### KEY GOALS FOR 2012-13:

- Conduct November 6, 2012 General Municipal Election.
- Continue to increase efficiencies by streamlining the processing and release of bonds.
- Continued use and revision of uniform guidelines for administration of elections and related matters.
- Continue compliance with federal, state, and local laws.
- Continue coordination and responses to Public Records Act Requests.
- Continue automated filings for Statements of Economic Interest.
- Continue provision of staff training regarding creation and processing of agenda bills, and related regulations.
- Continue provision of standardized training for newly appointed Board and Commission members.

### SIGNIFICANT CHANGES:

A portion of the City Clerk maintenance and operations budget is being placed in the Records Management budget to better reflect where the support services are being provided.

**PROGRAM:** CITY TREASURER  
**FUND:** GENERAL  
**PROGRAM GROUP:** CITY TREASURER

**ACCT NO. 0010310**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$105,520	\$106,976	\$109,511	\$106,587
MAINTENANCE & OPERATIONS	84,375	74,286	88,411	88,225
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$189,895	\$181,262	\$197,922	\$194,812
<b>FULL TIME POSITIONS</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## PROGRAM GROUP DESCRIPTION:

The Office of the City Treasurer is an elected position which has the mission of providing professional cash management for the City of Carlsbad and all of its agencies including, among others, the Carlsbad Municipal Water District and the Carlsbad Redevelopment Obligation Retirement Fund.

## PROGRAM ACTIVITIES:

### Cash Management

- Develop projections of cash receipts and cash expenditures from various city and external sources.
- Maintain records of cash receipts and cash disbursements into the Treasury.
- Retrieve daily on-line bank statements and return check listing, verify receipt of anticipated deposits, ensure that all checks paid by the bank were valid city checks.
- Transfer cash daily into or out of the general checking account to ensure that appropriate balances are maintained for the anticipated activity of the next day.
- Execute all electronic wires of funds, ensuring that all are signed by authorized personnel and are supported by proper documentation.
- Develop contracts for cost-effective banking, both retail and custody services.
- Arrange for lines of credit and short-term loans as needed.
- Develop, maintain, and ensure compliance with all Treasury internal controls.

### Investment Management

- Develop and maintain the city's Investment Policy and present annually, or as necessary, to the City Council for approval. Incorporate in the Investment Policy any changes in the city's financial requirements that affect investments. Ensure compliance with the California Government Code.
- Develop and maintain a pool of investments for the city and its agencies.
- Research daily international and national financial markets and the financial forecasts.
- Determine daily the type of investments that should be made, considering the current cash position and financial markets. Determine the dollar amount of the investment and the desired maturity date.
- Solicit telephone bids from approved financial institutions/brokers for available investments.
- Evaluate investment alternatives and effect investment purchases. Prepare trade authorizations and arrange for payment, delivery, and safekeeping of all purchases. Verify receipt and correctness of investments made.
- Maintain record for all investments and investment income.
- Reconcile the custodian's monthly report of investments held with Treasury records.
- Arrange for collateral contracts as required.
- Implementation of changes as mandated by the Dodd-Frank Act.



**PROGRAM:** CITY TREASURER  
**FUND:** GENERAL  
**PROGRAM GROUP:** CITY TREASURER

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**ACCT NO. 0010310**

## **PROGRAM ACTIVITIES (continued):**

### Reporting and Oversight

- Develop and present to the City Council monthly reports of investment activities.
- In a timely manner, disclose to the City Council any information that could potentially threaten the safety and liquidity of the investment pool.
- Develop and present to the City Council annual reports summarizing and analyzing the financial markets and the portfolio performance for the past fiscal year. Compare the past fiscal year with the four preceding fiscal years to provide perspective.
- Develop investment data for the city's Comprehensive Annual Financial Report.
- Develop investment data for the city's annual financial audit conducted by an independent auditor.
- Develop agenda, convene, conduct, and record proceedings of the Investment Review Committee each quarter, or more frequently as needed.
- Meet frequently with Council and Leadership team to coordinate monetary policy with financial goals.

## **WORKLOAD STATISTICS:**

	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>
Portfolio Balance (millions of \$)	\$556	\$563	\$570	\$574	\$601	\$603

<b>Investment Activity</b>						(Est.)
Transactions	165	397	381	454	445	464
Average Buy (millions)	\$4.20	\$1.91	\$2.21	\$2.29	\$1.98	\$2.98

- 181 percent increase in number of transactions between FY 2007 and FY 2012

## **KEY GOALS FOR 2012-13:**

### Financial Health

- Anticipate and meet the changing investment needs of the city in order to optimize investment returns, consistent with maintaining safety of principal, and ensuring sufficient liquidity.

### Learning, Culture & Arts

- Offer speaking engagements on city cash management and investments.
- Further develop the Treasury page of the city's website, informing the community of the mission of the Office of the Treasury, the city's Investment Policy, and investment activities. Use the website as a forum to receive and respond to community comments and questions.

## **SIGNIFICANT CHANGES:**

None

**PROGRAM:** CITY MANAGER  
**FUND:** GENERAL  
**PROGRAM GROUP:** CITY MANAGER

ACCT NO. 0011010

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$1,290,688	\$1,096,404	\$1,174,524	\$1,189,159
MAINTENANCE & OPERATIONS	286,215	248,984	317,247	315,317
CAPITAL OUTLAY	21,568	3,462	0	0
GRAND TOTAL	\$1,598,471	\$1,348,850	\$1,491,771	\$1,504,476
<b>FULL TIME POSITIONS</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### PROGRAM GROUP DESCRIPTION:

The City Manager is "the administrative head of the government of the city" and reports directly to the City Council. She is responsible for the efficient administration of all the affairs of the city including the hiring of department directors and subordinate officers and employees through the department directors, preparing the annual budget and ensuring the effective implementation of the City Council's policies and goals. The City Manager advises the City Council on strategic direction and on responding to changing community needs. Most importantly, the City Manager provides overall organizational leadership to ensure the effective daily delivery of services, projects and programs in response to the City Council's direction.

### PROGRAM ACTIVITIES:

#### Financial

- Promote sound financial practices and a balanced revenue expenditure base.

#### Administration

- Provide timely and reasonable responses to citizens and customers.

#### Policy Development

- Assist the City Council in policy development that leads to the achievement of the community's vision.

### STRATEGIC FOCUS AREAS AND KEY GOALS:

The following are the Strategic Focus Areas and Key Goals identified by the City Council:

#### **Create quality jobs in a new economy**

- Business retention
- Talent attraction
- Education hub
- Partnerships

#### **Sustainable organization**

- City mission, vision and values update
- Best value services
- Pay for performance
- City Link/customer relationship management
- Technology strategy

#### **Balancing land use policies with a changing community**

- General plan update
- Development standards
- Proposed power plant
- Plaza Camino Real redevelopment

**PROGRAM:** CITY MANAGER  
**FUND:** GENERAL  
**PROGRAM GROUP:** CITY MANAGER

**PAGE TWO**

ACCT NO. 0011010

**STRATEGIC FOCUS AREAS AND KEY GOALS (continued):**

**Changing parks and recreation needs**

- Needs assessment
- Alga Norte Community Park construction
- Lake Calavera Master Plan implementation
- Trails Master Plan
- Open space acquisition
- Carlsbad Boulevard realignment

**Complete streets**

- State Street roundabout
- Pedestrian crossing
- Update policies and standards

**Next generation of community leaders**

- Leadership academy
- Boards and Commissions

**PERFORMANCE MEASURES:**

The City Manager's Office is measured by the overall success of the organization in accomplishing the organizational priorities of the city.

**SIGNIFICANT CHANGES:**

None

**PROGRAM: COMMUNICATIONS**  
**FUND: GENERAL/SPECIAL REVENUE**  
**PROGRAM GROUP: COMMUNICATION/VIDEO PRODUCTION**  
**LOCAL CABLE INFRASTRUCTURE FUND**

ACCT No. 0011012/  
0011015/1381010

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$373,414	\$370,074	\$367,951	\$368,195
MAINTENANCE & OPERATIONS	518,496	620,054	626,040	615,565
CAPITAL OUTLAY	70,739	75,173	52,632	104,762
GRAND TOTAL	\$962,649	\$1,065,301	\$1,046,623	\$1,088,522
<b>FULL TIME POSITIONS</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>	<b>2.75</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
GENERAL FUND	\$765,065	\$793,887	\$679,661	\$725,987
SPECIAL REVENUE	197,584	271,414	366,962	362,535
TOTAL FUNDING	\$962,649	\$1,065,301	\$1,046,623	\$1,088,522

**PROGRAM GROUP DESCRIPTION:**

The goal of the city's communication program is to ensure mutually beneficial, two-way communication with internal and external audiences about city issues and services, leading to a more responsive government and a high level of public confidence. This program is carried out by communicating about issues related to the core values of the community's vision for their city; developing meaningful public involvement programs for city issues that engage the community in city decision making; increasing government transparency and service by providing timely, accurate and easy to understand information about city issues and services; enabling the city to communicate with one voice across all city departments; helping city staff be aware of and understand city issues; and providing ongoing communication skills training for city staff.

**PROGRAM ACTIVITIES:**

Significant work programs include:

- **Informational materials:** Develop fact sheets, flyers, newsletters, Q&A documents and other written communication pieces that further understanding of city issues, news, services and events.
- **Online communication:** Manage the city's website, social media presence, email communication and other interactive communication technologies.
- **Video production:** Produce informative video productions about city issues, news, services and events.
- **Cable channel:** Enable the community to watch City Council meetings and find out about city issues, news, services and events on a 24/7 channel stream.
- **Community outreach and involvement:** Create partnerships with community organizations and develop programs that enhance public involvement in city government decision making.
- **Media relations:** Provide accurate, timely information to the media.
- **Advertising:** On a limited basis, purchase advertising to reach the city's audiences with information about city issues, news, services and events.
- **Training:** Provide communication skills training to city staff.
- **Internal communication:** Provide easy access, through a variety of channels, to information of interest to and affecting city employees.
- **Emergency communication:** Maintain a trained team of city staff and updated action plan to ensure the community has access to important information during an emergency.



**PROGRAM: COMMUNICATIONS**  
**FUND: GENERAL/SPECIAL REVENUE**  
**PROGRAM GROUP: COMMUNICATION/VIDEO PRODUCTION**  
**LOCAL CABLE INFRASTRUCTURE FUND**

**PAGE TWO**

ACCT NO. 0011012/  
0011015/1381010

**KEY ACHIEVEMENTS FOR FY 2011-12:**

- Achieved an 87 percent satisfaction level with city-resident communication, and an 84 percent level of confidence in city government, both all-time highs.
- Launched a city Facebook page, Flickr channel and Pinterest page, expanding opportunities for community engagement with the city.
- Developed two new video series, Trail Talk and Working Together to Prevent Crime, to provide easy to understand information to the community about city services and issues.
- Produced more than 150 news releases, columns and articles and more than 40 videos promoting city services, programs and issues.
- Won national communication industry awards for the city's bi-monthly newsletter, Carlsbad Currents, the Welcome to Carlsbad new residents guide and City at Your Service video series.

**KEY GOALS FOR 2012-13:**

- The city will continue to make communication a priority in 2012-13. Promoting government transparency, raising awareness of city programs and services, encouraging public involvement, and making it easier for businesses to get the information they need about city processes and services are all goals for this year.
- To adapt to trends in public behavior and technology, the city is continuing to update its communication methods to provide more information online, through its website and social media sites, in addition to traditional communication channels.
- The Communications Department is initiating a reorganization that includes consolidating services with the Parks & Recreation communication office. Through this shared services arrangement, it is anticipated that the city will continue to provide a high level of communication services to the community while realizing greater efficiencies and consistency of information.

**SIGNIFICANT CHANGES:**

None



**PROGRAM:** CITY ATTORNEY  
**FUND:** GENERAL  
**PROGRAM GROUP:** CITY ATTORNEY

ACCT NO. 0011210

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$1,149,548	\$1,164,053	\$1,185,702	\$1,192,212
MAINTENANCE & OPERATIONS	143,434	163,361	150,758	144,696
CAPITAL OUTLAY	1,957	0	0	0
GRAND TOTAL	\$1,294,939	\$1,327,414	\$1,336,460	\$1,336,908
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

### PROGRAM GROUP DESCRIPTION:

Provide legal advice, assistance, and guidance in accomplishing and implementing the City Council's strategic goals.

### PROGRAM ACTIVITIES:

The City Attorney's Office provides legal advice and representation to the City Council, Housing and Redevelopment Commission, Carlsbad Municipal Water District, City Clerk, City Treasurer, City Manager, Boards and Commissions, and other City offices in order to provide services to the public as required or permitted by law. The City Attorney is also responsible for assisting in the interpretation, administration, and enforcement of laws and regulations and City programs.

This office drafts and reviews all resolutions, ordinances, contracts, bonds, election petitions, and other legal documents. The office is responsible for all litigation on behalf of or against the City, Carlsbad Municipal Water District, Redevelopment Commission, or other City entities. The office is handling more litigation in-house in order to reduce outside attorney's costs.

### KEY GOALS FOR 2012-13:

To provide quality and timely legal advice to all elected and appointed City officials and all major service areas, assisting them in making sound legal decisions to carry out the goals of the City Council.

### SIGNIFICANT CHANGES:

None

**PROGRAM: RECORDS MANAGEMENT**  
**FUND: GENERAL**  
**PROGRAM GROUP: RECORDS MANAGEMENT**

ACCT NO. 0011610

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$659,049	\$655,008	\$556,025	\$522,144
MAINTENANCE & OPERATIONS	118,098	119,994	142,486	270,159
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$777,147	\$775,002	\$698,511	\$792,303
<b>FULL TIME POSITIONS</b>	<b>8.00</b>	<b>8.00</b>	<b>6.25</b>	<b>6.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.50</b>	<b>0.50</b>

### PROGRAM DESCRIPTION:

The Records Management Department is responsible for developing and implementing citywide records management and document management programs, and is tasked with maintaining city records in an identifiable and accessible manner to fulfill public, legal, and historical requirements for preservation and storage of information. The Records Management Department also provides staff support for the City Clerk.

### PROGRAM ACTIVITIES:

#### Records Management

- Manage the citywide Records Management Program and Document Management System (DMS).
- Maintain city records in an identifiable and accessible manner in fulfillment of public, legal, and historical requirements for preserving and storing information.

#### Administrative Support Activities

- Provide staff support for City Clerk functions such as elections, the Public Records Act, noticing, processing documents for recordation, and updating the Municipal Code.
- Assist the public and City staff by providing information such as minutes, agendas, ordinances, resolutions, deeds, and other critical documents.

### KEY ACHIEVEMENTS FOR 2011-12:

- Continued implementation of the DMS Master Plan roles and responsibilities.
- Continued to revise the Records Retention Schedule to align with the new organization of the city.
- Reviewed and updated DMS Policies, Standards, and Procedures.
- Digitized archival paper legislative records for placement in the DMS.
- Trained and assisted Housing & Neighborhood Service staff to scan historical Redevelopment Permits for placement in the DMS.
- Completed cleanup of all Secured Agreements and Recorded documents.

### KEY GOALS FOR 2012-13:

#### Top Quality Services

- Continue to educate key personnel on the use of the DMS, Electronic Records, Public Records Act, and Subpoena processing.
- Continue to provide resource information to the organization via the Intranet and to the public via the Internet.
- Prepare Records Emergency Action Plan for responding to disasters.
- Conduct records audits throughout the organization to ensure compliance with the Records Management Program.
- Explore options for future migration of records currently maintained in the Document Management System.

### SIGNIFICANT CHANGES:

0.25 of the Records Manager will be eliminated.





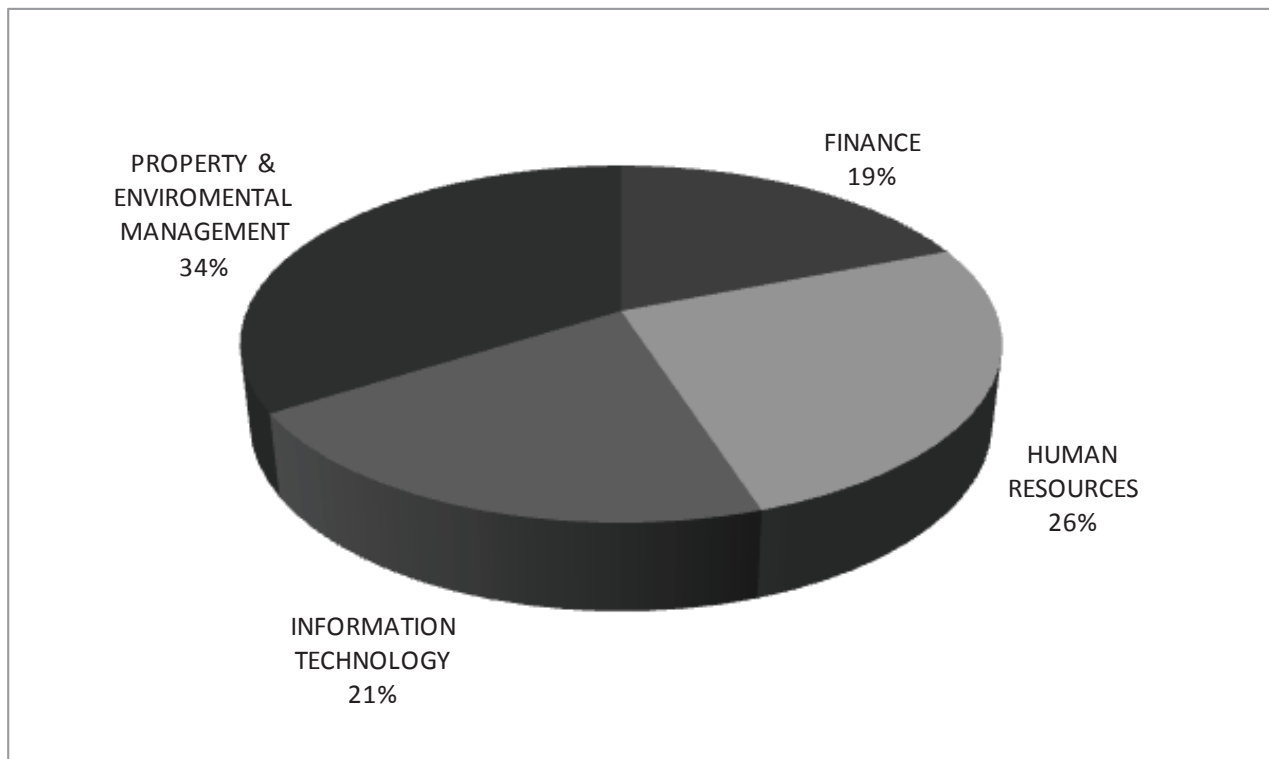




**PROGRAM: INTERNAL SERVICES**  
**FUND: VARIOUS**  
**PROGRAM GROUP: VARIOUS**

**SUMMARY**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$11,192,551	\$11,459,089	\$11,634,680	\$14,906,974
MAINTENANCE & OPERATIONS	12,068,937	15,262,482	14,157,676	14,420,884
CAPITAL OUTLAY	1,930,337	1,426,045	2,162,186	1,965,581
GRAND TOTAL	\$25,191,825	\$28,147,616	\$27,954,542	\$31,293,439
<b>FULL TIME POSITIONS</b>	<b>107.25</b>	<b>103.60</b>	<b>101.60</b>	<b>102.55</b>
<b>HOURLY/FTE POSITIONS</b>	<b>4.84</b>	<b>5.34</b>	<b>5.34</b>	<b>5.34</b>

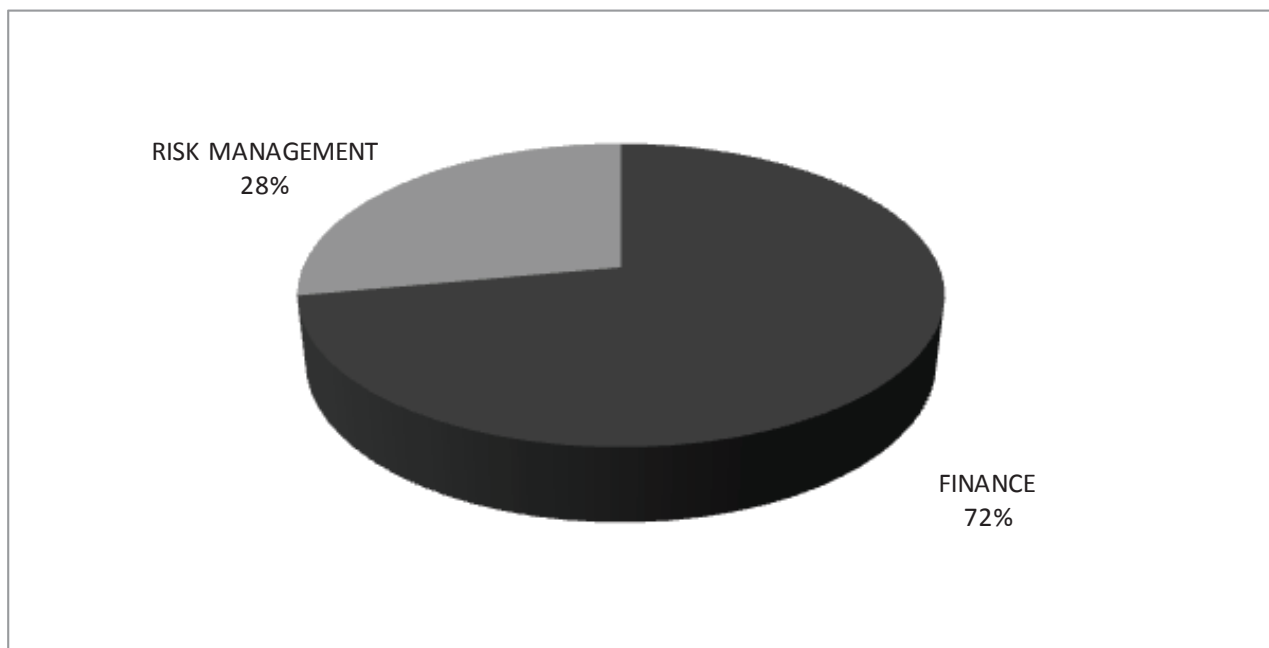


**PROGRAM:**  
**FUND:**  
**PROGRAM GROUP:**

**FINANCE**  
**VARIOUS**  
**FINANCE**

**SUMMARY**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$3,034,291	\$3,123,498	\$3,192,173	\$3,295,080
MAINTENANCE & OPERATIONS	2,049,395	3,332,213	2,364,886	2,738,598
CAPITAL OUTLAY	2,724	1,731	0	0
GRAND TOTAL	\$5,086,410	\$6,457,442	\$5,557,059	\$6,033,678
<b>FULL TIME POSITIONS</b>	<b>31.00</b>	<b>30.50</b>	<b>30.50</b>	<b>30.50</b>
<b>HOURLY/FTE POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



**PROGRAM:** FINANCE  
**FUND:** GENERAL/ENTERPRISE  
**PROGRAM GROUP:** FINANCE

ACCT NO. 0011310

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$2,847,903	\$2,935,209	\$3,001,048	\$3,104,842
MAINTENANCE & OPERATIONS	1,117,461	1,244,886	1,174,967	1,255,407
CAPITAL OUTLAY	2,724	1,731	0	0
GRAND TOTAL	\$3,968,088	\$4,181,826	\$4,176,015	\$4,360,249
FULL TIME POSITIONS	29.00	29.00	29.00	29.00
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00
GENERAL FUND	\$3,290,451	\$3,472,814	\$3,383,709	\$3,511,305
WATER ENTERPRISE	440,464	460,858	514,998	551,813
STORM WATER	16,941	17,725	19,808	21,224
SOLID WASTE	16,941	17,725	19,808	21,224
WASTEWATER ENTERPRISE	203,291	212,704	237,692	254,683
TOTAL FUNDING	\$3,968,088	\$4,181,826	\$4,176,015	\$4,360,249

## MISSION STATEMENT:

Our mission is to ensure that the City of Carlsbad makes sound financial decisions by setting and implementing a strategic financial direction. We take pride in accomplishing this mission by maintaining individual and departmental credibility; working together as a team while respecting each other's differences; and consistently striving to go above and beyond expectations.

## WORK PROGRAM:

The Finance Department's work program includes the program activities below. The total FY 2012-13 budget is allocated to the General Fund and the Water, Storm Water, Solid Waste and Wastewater Enterprise funds as shown in the table above. The allocation of these costs to the Enterprise funds is for the utility billing function performed by Finance.

## PROGRAM ACTIVITIES:

### Long-Range Financial Planning and Budget Management

- Prepare ten-year operating forecasts incorporating various "what-if" scenarios to facilitate decision-making for the City Council and city departments.
- Prepare and monitor annual capital and operating budgets to allocate resources in a cost-effective manner in alignment with the City Council's goals.
- Perform bi-annual review of all city fees and annual cost allocation plan.

### General Accounting and Reporting

- Accurately bill, collect, record, and report all city revenues including follow-up of delinquent accounts.
- Prepare payments for city employees and for service and commodity suppliers.
- Prepare and maintain finance records and documents in conformity with generally accepted accounting principles and applicable legal and contractual provisions.
- Prepare Comprehensive Annual Financial Report in conformity with generally accepted accounting principles.
- Provide the City Council, city management and the public with timely monthly financial reports.
- Perform in-house internal control reviews as needed.

**PROGRAM:** FINANCE  
**FUND:** GENERAL/ENTERPRISE  
**PROGRAM GROUP:** FINANCE

**PAGE TWO**

ACCT NO. 0011310

## PROGRAM ACTIVITIES (continued):

### General Accounting and Reporting (continued)

- Perform external vendor audits as needed.
- Provide staff support for the Successor Agency to the former Redevelopment Agency.

### Assessment District/Community Facilities District (CFD) Administration

- Assist in evaluation and formation of new districts.
- Issue bonds for capital projects when required. Pay debt service and provide continuing disclosure information.
- Provide administration of CFDs, assessment districts and special benefit districts as required by formation documents and state law.

### Purchasing

- Issue and manage formal bid and quotation processes.
- Track and renew annual commodity and service contracts and joint agency contracts.
- Assist city departments in the creation and administration of contracts.
- Administer citywide procurement card program.

### Receiving, Messenger, and Mail Services

- Act as shipping and receiving for the Faraday Administration Center.
- Direct disposal of surplus and lost/unclaimed property.
- Collect outgoing city mail and apply postage.
- Sort and distribute all incoming city mail.

## WORKLOAD AND PERFORMANCE INDICATORS:

	FY 2009	FY 2010	FY 2011
• Average number of days to issue Monthly Financial Status Report	10.7	10.2	10.6
• Awards received for CAFR	GFOA	GFOA	Pending
• Awards received for Annual Budget	GFOA & CSMFO Excellence in Operational Budget & Public Communications	GFOA & CSMFO Excellence in Operational Budget & Public Communications	GFOA & CSMFO Excellence in Operational Budget & Public Communications
• Number of business licenses processed	9,029	9,173	9,539
• Number of account payable checks processed	14,374	14,010	14,279
• Number of payroll checks issued	4,928	4,598	2,357
• Number of electronic payroll checks issued	21,747	22,682	23,513
• Outstanding debt issues administered	\$157 million	\$150 million	\$141 million
• Number of purchase orders issued	1,478	1,140	1,184
• Dollar amount of purchase orders issued	\$35 million	\$40 million	\$29 million
• Pieces of mail processed	151,691	152,201	138,672

**PROGRAM:** FINANCE  
**FUND:** GENERAL/ENTERPRISE  
**PROGRAM GROUP:** FINANCE

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**ACCT NO. 0011310**

### **KEY ACHIEVEMENTS FOR 2011-12:**

- Continued to maintain a balanced budget through the sluggish economy, without using city reserves.
- Closely monitored the economy and provided frequent updates to the City Council on the city's Ten-Year Financial Forecast to ensure the General Fund remained in balance throughout the year and into the future.
- Continued to automate utility billing by automating the door hanger process. Delinquent customers are notified by an automated phone call of their past due balances and potential service terminations, eliminating the need for a physical notification to be placed at the service address.
- Completed Phase1 implementation of the payroll and electronic timekeeping components of the new Human Capital Management System.
- Continued development and implemented the first phase of a Best Value Services Program for the city, designed to ensure that the city is providing high quality services at the lowest cost to taxpayers..
- Began studying the funding issues of the city's Lighting and Landscaping Districts.
- Worked with consultants to evaluate the city's Infrastructure Replacement Fund to ensure that resources are available when needed to replace the city's streets, sidewalks, buildings and other infrastructure.
- Considered the future direction of the city's financial information software system, and evaluated potential replacements/upgrades.
- Dissolved the Redevelopment Agency and assisted in securing future funding for debts and projects committed to by the former Redevelopment Agency.

### **KEY GOALS FOR 2012-13:**

- Continue to monitor the economy and its impact to the Ten-Year Financial Forecast to ensure the General Fund remains in balance.
- Continue to audit internal operations of the city, as well as external vendors as appropriate.
- Validate the Infrastructure Replacement Fund Master Plan to ensure that resources are available when needed to replace the city's streets, sidewalks, buildings and other infrastructure.
- Continue the implementation of additional phases of the Human Capital Management System.
- Continue to promote the city's new online utility bill paying feature.
- Follow City Council's direction on future funding of the city's Lighting and Landscaping Districts.
- Complete Cost Allocation Plan and Fee Study for the next fiscal year budget.
- Implement a new or upgraded financial information software system.
- Continue the implementation of the city's Best Value Services Program ensuring that the city is providing high quality services at the lowest cost to taxpayers.
- Continue to secure funding for debts and projects committed to by the former Redevelopment Agency.

### **SIGNIFICANT CHANGES:**

- One full-time Office Specialist II position is being reallocated to a full-time Finance Manager position.



**PROGRAM:** RISK MANAGEMENT  
**FUND:** GENERAL LIABILITY SELF-INSURANCE  
**PROGRAM GROUP:** RISK MANAGEMENT

ACCT NO. 6121930

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$186,388	\$188,289	\$191,125	\$190,238
MAINTENANCE & OPERATIONS	931,934	2,087,327	1,189,919	1,483,191
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,118,322	\$2,275,616	\$1,381,044	\$1,673,429
<b>FULL TIME POSITIONS</b>	<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### PROGRAM GROUP DESCRIPTION:

Risk Management administers the funding of the self-insured and insured portions of the program; manages the administration of property and general liability claims; works in conjunction with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters; provides recommendations and other assistance to various departments to recover losses and minimize the risk of future losses; and coordinates the ongoing efforts of the city to comply with Title II of the ADA and investigates complaints of violation of Title II.

### PROGRAM ACTIVITIES:

#### Litigation Management

- The fund is used for settlements, costs, and defense expenses incurred as the result of general liability claims against the City, and for related administration and insurance expenses. Risk Management works with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters in the areas of property, casualty, and general liability.

#### Insurance/Self-Insurance

- Directs the marketing, renewal, planning, and funding of the insured and self-funded portions of the program; administers the general liability self-insurance funds.

#### Claims Management

- Directs and administers the claims management program for property, and general liability.

#### Loss Prevention/Training

- Provides recommendations and other assistance to various city departments to recover losses and minimize the risk of future losses.

### KEY ACHIEVEMENTS FOR 2011-2012

#### Top-Quality Services

- Developed enhancements to the liability claims database.
- Developed multiple ADA policy/guideline documents reflecting the city's commitment to compliance with Title II of the ADA.

### KEY GOALS FOR 2012-2013

#### Top-Quality Services

- Develop new and enhanced claim reports.
- Continue support of departmental priorities for ongoing efforts to comply with Title II of the ADA.

### SIGNIFICANT CHANGES:

None

**PROGRAM: HUMAN RESOURCES**  
**FUND: GENERAL**  
**PROGRAM GROUP: HUMAN RESOURCES**

ACCT NO. 0011510 THRU 0011560

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$1,122,078	\$1,216,511	\$1,105,837	\$1,059,228
MAINTENANCE & OPERATIONS	1,132,958	1,104,247	1,188,429	1,216,279
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,255,036	\$2,320,758	\$2,294,266	\$2,275,507
<b>FULL TIME POSITIONS</b>	<b>9.00</b>	<b>8.15</b>	<b>8.15</b>	<b>8.15</b>
<b>HOURLY/FTE POSITIONS</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>0.75</b>

### MISSION STATEMENT:

People are our priority...We take care of the people who take care of Carlsbad.

### PROGRAM ACTIVITIES:

#### Employment & Workforce Planning:

- Proactively manage city staffing in alignment with city financial goals.
- Assist departments in job design/redesign efforts to facilitate efficiency initiatives.
- Proactively plan and schedule recruitment efforts for anticipated key vacancies in FY 2012-13.
- Recruit and select exceptional employees.
- Onboard employees.
- Implement technologies to streamline employment application and selections processes.

#### Employee Development:

- Provide employee development opportunities for city staff.
- Identify skill gaps in the workforce and conduct targeted training.
- Continue to provide leadership development programs including coaching, assessment tools, and educational resources.
- Implement a technology solution to efficiently manage and organize the city's employee development efforts.

#### Benefits:

- Develop and implement comprehensive leave policy
- Implement changes due to health care reform
- Implement changes resulting from labor negotiations

#### Classification and Compensation:

- Classification studies
- Conduct salary surveys to ensure city employee compensation is aligned with the local labor market.

#### Employee Relations

- Discipline
- Investigations

#### Human Capital Management System (HCMS)

- Business process reviews
- System implementation
- Training of end users

#### Labor Negotiations

**PROGRAM:** HUMAN RESOURCES  
**FUND:** GENERAL  
**PROGRAM GROUP:** HUMAN RESOURCES

**PAGE TWO**

ACCT NO. 0011510 THRU 0011560

**WORKLOAD STATISTICS:**

<u>Measures for Recruitment*</u>	<u>FY 11-12</u>
Number of applicants processed	1998
Number of recruitments processed	35
Number of eligibles on employment list	173
Number of new hires	16
Number of promotions/transfers	6

\*as of 5/1/12

**KEY ACHIEVEMENTS FOR 2011-12:**

- Went live with automated timekeeping and HR/payroll system (HCMS) & trained employees on system use
- Completed labor negotiations

**KEY GOALS FOR 2012-13:**

- Labor Negotiations
- Continue to implement features of HCMS in order to achieve maximum efficiency and return-on-investment city-wide

**SIGNIFICANT CHANGES:**

- Elimination of 0.75 hourly FTE in training and development.
- Reallocation of 0.55 of a full-time Benefits Administrator position to a Human Resources Technician position.

**PROGRAM:** WORKERS' COMPENSATION  
**FUND:** SELF INSURANCE  
**PROGRAM GROUP:** WORKERS' COMPENSATION

ACCT NO. 6111520

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$98,320	\$96,600	\$99,667	\$99,955
MAINTENANCE & OPERATIONS	1,497,713	2,933,000	1,896,890	1,555,713
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,596,033	\$3,029,600	\$1,996,557	\$1,655,668
<b>FULL TIME POSITIONS</b>	<b>1.00</b>	<b>0.85</b>	<b>0.85</b>	<b>0.85</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### MISSION STATEMENT:

People are our priority...We promote the development, well-being, and success of employees and the organization.

### PROGRAM ACTIVITIES:

#### Workers' Compensation Claims and Administration

- This fund is utilized to provide payment for medical, indemnity, and defense expenses incurred as the result of occupational injuries and illnesses. It is also utilized to pay for related administrative and insurance expenses.

### PERFORMANCE MEASURE:

- Average lost days per claim = 21.9 (for the period of 07/01/10 – 06/30/11).

### KEY GOALS FOR 2012-13:

#### Top Quality Services

- Continue to improve systems to monitor lost days of work, share data with management, and make recommendations to reduce the number of days an employee is out of the workplace.
- RFP for and contracting of third-party administrator

### SIGNIFICANT CHANGES:

- Reallocation of 0.45 of a full-time Benefits Administrator position to a Human Resources Technician position.

**PROGRAM:** SELF-INSURED BENEFITS  
**FUND:** INTERNAL SERVICE  
**PROGRAM GROUP:** SELF-INSURED BENEFITS

ACCT NO. 6131520

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$126,667	\$195,851	\$195,465	\$3,285,613
MAINTENANCE & OPERATIONS	832,359	787,777	902,800	902,500
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$959,026	\$983,628	\$1,098,265	\$4,188,113
<b>FULL TIME POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**MISSION STATEMENT:**

People are our priority...We promote the development, well-being, and success of employees and the organization.

**PROGRAM ACTIVITIES:**

This fund is used to pay dental and life insurance administration fees and premiums for all employees.

**SIGNIFICANT CHANGES:**

None



**PROGRAM:** INFORMATION TECHNOLOGY  
**FUND:** INTERNAL SERVICE  
**PROGRAM GROUP:** INFORMATION TECHNOLOGY

ACCT NO. 640XXXX

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$2,489,090	\$3,138,634	\$3,169,545	\$3,162,286
MAINTENANCE & OPERATIONS	2,726,047	2,545,224	2,637,622	2,616,492
CAPITAL OUTLAY	756,280	774,499	492,121	741,081
GRAND TOTAL	\$5,971,417	\$6,458,357	\$6,299,288	\$6,519,859
<b>FULL TIME POSITIONS</b>	<b>23.00</b>	<b>22.50</b>	<b>22.50</b>	<b>22.50</b>
<b>HOURLY/FTE POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

### MISSION STATEMENT:

Connecting Carlsbad through information and technology services and partnerships.

### PROGRAM ACTIVITIES:

#### Technology Maintenance & Operations Activities:

- Ensure all city computers and city telecommunication networks remain operational with minimum downtime.
- Guarantee availability and security of city network computer resources (staff and public).
- Provide support for all standard city applications.
- Ensure that the city receives the best value for technology goods and services.

#### Increase Capabilities: Technology Innovation and Implementation Activities:

- Meet the information needs of the users through deployment of effective technology to increase productivity, collaboration and communication.
- Enhance the city's Internet site for improved online access to information and services with residents, business and visitors.
- Improve viability and relevance of departmental information for analysis and decision making.

### WORKLOAD STATISTICS:

IT Help Desk Services	FY 2011
Total number of help tickets opened for the year	5586
Average number of help tickets opened per month	465
<b>Tickets by Priority Level</b>	
Urgent	3.0%
High	39.0%
Medium	21.9%
Low	8.6%
Solved at time of call to help desk (regardless of priority)	27.5%

**KEY ACHIEVEMENTS FOR 2011-12:**

- Completed the implementation of the Human Capital Management System (HCMS) improving the way we work and automating many processes.
- Expanded the Business Intelligence / Data Warehouse program, improving access to meaningful information and analytical tools that help staff in making well informed decisions.
- Modernized the city's network infrastructure --- including enhancement of city security infrastructure and core technology access systems.
- Strengthened the IT asset management processes; including desktop computing resources and network infrastructure.
- Improved the security of information --- The protection of information assets will be achieved through both policy creation and employee awareness.
- Completed the Geographic Information Systems strategic plan, enabling the department to better focus on high payoff geo-data related activities like Web-based mapping of transportation and construction information for residents, trail maps and cultural art information.
- Partnering with the Transportation Department, IT completed the implementation of the Pilot Phase of the Traffic Management System.

**KEY GOALS FOR 2012-13:**

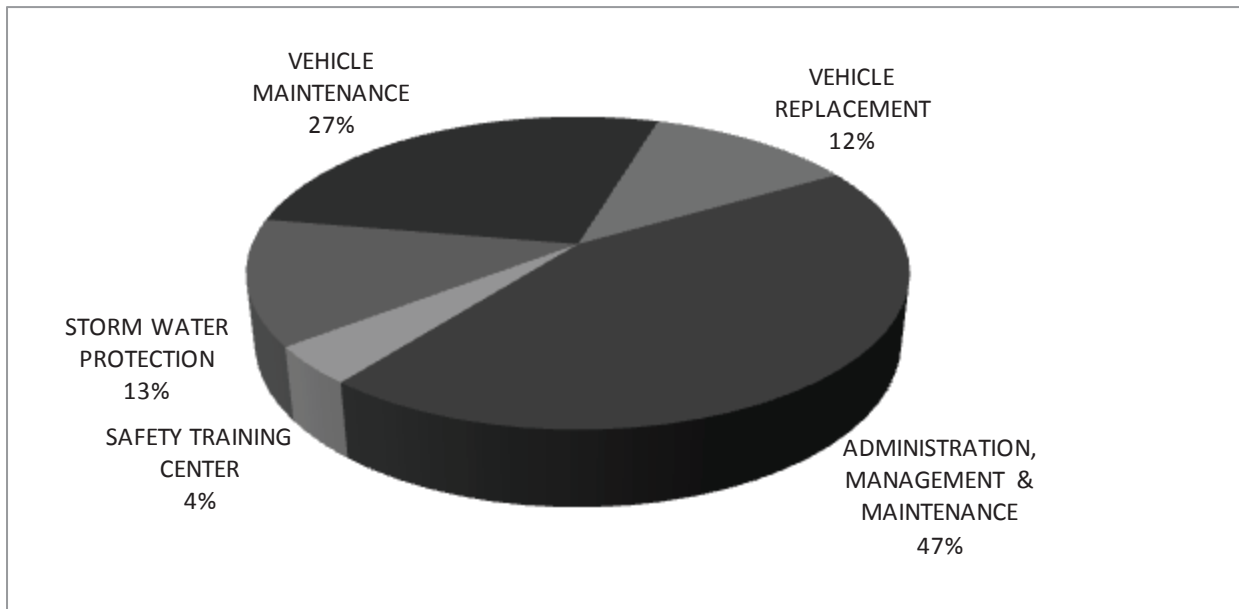
- Expand the use of mobile technologies within city operations
- Expand the availability of Wi-Fi for city staff and residents at high traffic city facilities and parks
- Continue the focus on IT Asset Management keeping the following business drivers top of mind
- Identification and elimination of low use software
- Optimization of software and hardware capacity upgrades
- Improved planning capability
- Improved asset utilization by better management of its lifecycle
- Improve IT financial management and service delivery --- implement a consistent and comprehensive methodology for IT Financial & Service Management.
- Implement an address validation system which will help ensure that only valid address information is entered into the databases of all city systems that take in addresses.

**SIGNIFICANT CHANGES:**

None

**PROGRAM: PROPERTY & ENVIRONMENTAL MANAGEMENT**  
**FUND: VARIOUS**  
**PROGRAM GROUP: PROPERTY & ENVIRONMENTAL MANAGEMENT**  
**SUMMARY**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$4,322,105	\$3,687,995	\$3,871,993	\$4,004,812
MAINTENANCE & OPERATIONS	3,830,465	4,560,021	5,167,049	5,391,302
CAPITAL OUTLAY	1,171,333	649,815	1,670,065	1,224,500
GRAND TOTAL	\$9,323,903	\$8,897,831	\$10,709,107	\$10,620,614
<b>FULL TIME POSITIONS</b>	<b>43.25</b>	<b>41.60</b>	<b>39.75</b>	<b>40.55</b>
<b>HOURLY/FTE POSITIONS</b>	<b>1.34</b>	<b>1.84</b>	<b>1.84</b>	<b>2.59</b>



**PROGRAM:** PROPERTY & ENVIRONMENTAL MANAGEMENT  
**FUND:** GENERAL  
**PROGRAM GROUP:** PROPERTY & ENVIRONMENTAL MANAGEMENT

ACCT NO.  
0015010, 0015110, 0015310

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$3,119,106	\$2,452,750	\$2,520,948	\$2,501,992
MAINTENANCE & OPERATIONS	1,398,645	2,128,897	2,217,583	2,211,374
CAPITAL OUTLAY	120,118	79,026	0	0
GRAND TOTAL	\$4,637,869	\$4,660,673	\$4,738,531	\$4,713,366
FULL TIME POSITIONS	29.40	28.00	26.15	26.05
HOURLY/FTE POSITIONS	0.84	1.34	1.34	1.34

### MISSION STATEMENT:

The Property & Environmental Management (PEM) Department strives to provide the best service at the highest standards and responsibly manage the city's fleet, facility, property and environmental resources in partnership with stakeholders and the community. The department also manages the design and construction of new civic facilities. The department focuses on a team-centered business model that is ethical, efficiently uses resources, is performance oriented, communicates effectively, provides high quality customer service and appropriately develops employees.

### WORK PROGRAM:

This program includes Facilities Maintenance, Environmental Management, and department-wide Administration, which oversees Municipal Property Management and Civic Projects.

### PROGRAM ACTIVITIES:

#### PEM Administration

##### Administration

- Develop strategic goals and operational plans.
- Ensure efficient and effective work systems through research and analysis, business systems planning, standard operating procedures, performance measurement and assessment, and budgeting.
- Implement safety, employee development and training programs that enhance customer service levels.
- Manage internal and external communications, including city website and customer service requests.

##### Municipal Property Management

- Optimize asset usage and return on city investment for the city's real property and leasing interests, including cell site leases.
- Responsibly manage the city's real estate portfolio and provide strategic direction to city on issues related to land, property and facility acquisition.
- Management of city-owned property.

##### Civic Projects

- Implement a team centered approach for delivery of top quality civic facilities and other capital projects that provide the best value while meeting the needs of the community and facility users.
- Provide technical consulting on facilities maintenance issues.
- Projects for the current fiscal year include Alga Norte Community Park, Fire Station No. 3 relocation, and citywide Maintenance and Operations Facility.

**Facilities Maintenance, Custodial Services and Contracts**

- Perform repairs and alterations as required to maintain and operate city facilities at a professional level.
- Perform emergency repairs to eliminate hazards or unsanitary conditions and reduce liability.
- Remodel and/or renovate city facilities to accommodate programmatic changes for city departments.
- Provide assistance in the relocation of staff and/or office furnishings as required.
- Implement and manage a preventative maintenance program for major mechanical systems, roofing, and painting.
- Provide professional level custodial services for all city facilities by using a combination of city staff and contract services.
- Prepare and administer contracts for all building maintenance services.

**Environmental Management**

- Provide leadership and coordination citywide related to compliance with Habitat Management Plan (HMP) regulations, oversee Preserve Steward contract, liaise with regulatory agencies and support regional efforts.
- Assist the city in implementing the Sustainability Guiding Principles where feasible, research and monitor upcoming regulations and activities related to commercial and residential PACE programs, monitor regional climate change preparedness activities and the need for a citywide Climate Action Plan, participate in SANDAG Energy Working Group activities.

**PERFORMANCE MEASURES (Facilities Maintenance Only):**

**Overall Ratings**

- Benchmark: Ninety percent (90%) of ratings are at or above 7 on a 10-point scale.
- Result: Ninety percent (90%) of ratings were at or above 7 on a 10-point scale.

**Cost Per Square Foot**

- Benchmark: city Facilities Maintenance cost per square foot will be close to the national benchmark for facilities. (\$8.57 is National Benchmark adjusted for California.)
- Result: city Facilities Maintenance cost per square foot is \$6.17.

**Internal Surveys**

- Benchmark: Ninety percent (90%) of internal surveys returned indicate overall service by Facilities Maintenance as good to excellent in all survey categories.
- Result: Ninety six percent (96%) of internal surveys returned indicated the overall service by Facilities Maintenance as good to excellent in all survey categories.

**SIGNIFICANT CHANGES:**

- Reallocation of 0.10 full-time position to other departments to accurately reflect workload.



**PROGRAM:** CARLSBAD SAFETY TRAINING CENTER  
**FUND:** GENERAL  
**PROGRAM GROUP:** PROPERTY & ENVIRONMENTAL MANAGEMENT  
 ACCT NO. 0015320

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$0	\$0	\$0	\$174,448
MAINTENANCE & OPERATIONS	0	0	0	248,125
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$0	\$0	\$0	\$422,573
FULL TIME POSITIONS	0.00	0.00	0.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.75

### WORK PROGRAM:

The Carlsbad Safety Training Center will provide a centralized facility to conduct training for Carlsbad Safety Services (Fire and Police) and other First Responders. This multi-faceted state-of-the-art training facility includes a long rifle and pistol range, commercial and residential fire burn props, a computer simulation room, classroom and meeting space, auto extrication pad, and a realistic storefront to simulate tactical situations for Police and Fire personnel. It also incorporates a large concrete training ground for motorcycle proficiency. The Property and Environmental Management Department has been tasked with managing the day-to-day operations of the facility, which includes meeting the internal training needs of the organization while maximizing revenue by selling available time to other public safety agencies.

### PROGRAM ACTIVITIES:

This Facility will provide a broad spectrum of training opportunities to the City's First Responders, including Police, Fire, Utilities, and Transportation. PEM's activities at the facility will include marketing, scheduling, safety training and operation of the range and prism systems for outside agencies, accounts payable and receivable processing and maintenance of the facility.

### SIGNIFICANT CHANGES

- The budget includes the addition of a 1 full-time Training Facility Manager, a 0.50 hourly Custodian FTE, and a 0.25 hourly Building Maintenance Work II FTE.

**PROGRAM:** STORM WATER PROTECTION  
**FUND:** SOLID WASTE ENTERPRISE  
**PROGRAM GROUP:** PROPERTY & ENVIRONMENTAL MANAGEMENT  
 ACCT NO. 5215110

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$547,459	\$583,707	\$640,404	\$623,788
MAINTENANCE & OPERATIONS	520,048	353,618	764,589	748,938
CAPITAL OUTLAY	0	3,492	3,565	0
GRAND TOTAL	\$1,067,507	\$940,817	\$1,408,558	\$1,372,726
FULL TIME POSITIONS	6.05	6.05	6.05	6.05
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

## WORK PROGRAM:

Provide leadership and coordination for citywide Storm Water Protection Program and maintain compliance with the Existing Development section of the Municipal Storm Water Permit issued by the San Diego Regional Water Quality Control Board through the following program activities:

## PROGRAM ACTIVITIES:

- Water Quality Monitoring - The permit requires the city to conduct several monitoring programs including Coastal Storm Drain, Dry Weather, Municipal Separate Storm Sewer (MS4), Source Identification and to attend regional monitoring meetings.
- Education/Outreach and Public Participation - The permit requires the city to conduct outreach and educational activities to target audiences and the public regarding topics listed in the permit. Outreach to municipal staff is intended to inform and educate employees and city contractors on the requirements for municipal facilities and operations.
- Illicit Connection/ Illegal Discharge (IC/ID) Investigation - Permit requirements include the response to, and investigation of, potential illicit connection/illegal discharge incidents in the city, and the management of a public hotline.
- High Threat to Water Quality Industrial/Commercial Inspections - Businesses must be prioritized by threat to water quality. High threat to water quality facilities are inspected annually as required by the permit. Follow-up inspection may be required for non-compliant sites.
- Municipal Program - The permit requires that all existing municipal facilities be inspected annually, with programs reviewed and modified as needed to prevent or reduce the pollutants in runoff. The permit also requires review of pesticide, herbicide, and fertilizer use at all municipal facilities.
- Total Maximum Daily Load (TMDL) Regulation Management - In the past few years, the Regional Water Quality Control Board has issued several draft and final TMDL orders that affect the City of Carlsbad. The Stormwater Protection Program has spent considerable resources to track pending regulations, review drafts, comment, coordinate watershed or Hydrologic Area (HA) communication and meetings, gather water quality information, and submit formal de-listing applications. To date, the program has successfully processed three de-listings: a) the Pacific Ocean from Buena Vista Lagoon mouth South to Pine Street for bacteria, b) Agua Hedionda Lagoon for sediment, and c) Agua Hedionda Lagoon for bacteria. The program is currently working on a fourth de-listing, related to the San Marcos HA for bacteria as listed in the Bacteria Beaches and Creeks TMDL.
- City Representation - The Storm Water Protection Program personnel represent the city at meetings with Regional Water Quality Control Board, Co-permittees, environmental non-profit groups, SANDAG and other related regional meetings.
- Inter-departmental Support - The Stormwater Protection Program continues to work inter-departmentally on stormwater and other environmentally-related activities, such as with the Carlsbad Fire Department during emergency response, the Construction Management Division, and Utilities Department.
- Watershed Participation and Lead - The permit requires the City of Carlsbad to participate in watershed activities with neighboring cities. Activities are focused on reducing the discharge of high priority pollutants to creeks, lagoons and the ocean. The city also stepped up to become the Watershed lead for the Carlsbad Watershed and currently manages a Watershed Coordinator contract. As the lead, the city also participates in the Regional Program Planning Committee.

### **PROGRAM ACTIVITIES (continued):**

- Annual City Report Writing - Program personnel is responsible for the annual preparation of three major reports – the annual Jurisdictional Urban Runoff Management Program (JURMP) report, the annual Watershed Urban Runoff Management Plan (WURMP) report, and the Coastal Storm Drain Monitoring Program annual report. In addition, program personnel coordinate the writing of the new JURMP and WURMP documents that are due at the beginning of each permit cycle.

### **KEY ACHIEVEMENTS FOR 2011-12**

- Strengthened partnerships with other stakeholders within the region on a TMDL Reference Study to provide accurate and scientifically valid data for future TMDL regulations.
- Expanded collaborations with neighboring cities and Caltrans in the San Marcos Hydrologic Area (HA) to gather water quality data and justification to support TMDL de-listing.
- Participated in the San Diego Quality of Life project sponsored by SANDAG.
- Hosted Regional Board and State of California Department of Health staff on a tour of Agua Hedionda Lagoon.
- Revised and updated Divisional procedures and work plan to better define and monitor program performance and costs.
- Conducted a workshop for businesses in the automotive industry to provide training and a forum for discussion on regulations and Best Management Practices (BMPs).
- Reduced printing costs and improved the distribution of clear and consistent information by consolidating information from multiple sources into three key brochures.
- Streamlined the Commercial/Industrial Inspections program by consolidating all data into one database (Permits Plus) for more efficient data entry, management and reporting.

### **KEY GOALS FOR 2012-13**

- Continue to support Carlsbad's quality of life by responsibly managing environmental resources in partnership with our stakeholders.
- Work inter-departmentally to discuss the new Administrative Draft NPDES Municipal permit and possible impacts to the city.
- Participate regionally to discuss implications of the Tentative Municipal permit with the RWQCB, and provide formal comment when appropriate during the public comment period.
- Develop the implementation plan to optimize the city's compliance with the new permit. Continue Watershed participation in the Beaches and Creeks Bacteria TMDL.
- Continue streamlining programs and improving efficiencies where possible.

### **SIGNIFICANT CHANGES:**

A reduction in internal service fees for vehicle maintenance and replacement will be reflected for Fiscal Year 2012-13 as a result of a city vehicle being reassigned to support the Civic Projects division within the Property and Environmental Management Department.

Reallocated the following positions to or from the Storm Water Protection Program based on time spent on storm water related issues:

- -.15 FTE Environmental Program Manager position for time spent on habitat management, energy, and other non-NPDES related environmental programs.
- +.20 FTE Management Analyst position for time spent directly on Storm Water Protection Program related issues.
- +.10 FTE Property & Environmental Management Director for time spent directly on Storm Water Protection Program related issues.
- +.05 FTE Business Systems Specialist for time spent on Storm Water Protection Program related issues.

**PROGRAM: VEHICLE MAINTENANCE**  
**FUND: INTERNAL SERVICE**  
**PROGRAM GROUP: PROPERTY & ENVIRONMENTAL MANAGEMENT**  
ACCT NO. 6205460

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$655,540	\$651,538	\$710,641	\$704,584
MAINTENANCE & OPERATIONS	1,900,767	2,029,973	2,134,877	2,132,865
CAPITAL OUTLAY	19,960	15,065	0	0
GRAND TOTAL	\$2,576,267	\$2,696,576	\$2,845,518	\$2,837,449
FULL TIME POSITIONS	7.80	7.55	7.55	7.45
HOURLY/FTE POSITIONS	0.50	0.50	0.50	0.50

**WORK PROGRAM:**

Fleet Operations is an Internal Service fund within the city, which provides repair and maintenance services for city-owned vehicles and equipment operated by city departments. Fees developed on a cost recovery system based on a per-mile/hour charge by class of vehicle generate revenues for this department. This program involves all facets of vehicle repair, maintenance, and parts; ensures that adequate supplies of fuel and oil are available to operating departments, and administers the collection and disposal of hazardous waste generated by city departments. The 'in-service' fleet is comprised of 321 vehicles and 60 other pieces of equipment.

**PERFORMANCE MEASURES:**

Maintenance Costs

- Benchmark  
Reduced costs year over year, on a per unit basis.
- Result  
Cost per unit for FY 10-11 was \$4,113.

Unit Availability

- Benchmark  
95 percent of fleet units are available to meet city needs.
- Result  
93 percent of fleet units are available to meet city needs.

Internal Surveys

- Benchmark  
90 percent of internal surveys returned indicate overall service by Fleet Maintenance as good to excellent in all survey categories.
- Result  
94 percent of internal surveys returned indicated the overall service by Fleet Maintenance as good to excellent in all survey categories.

**PROGRAM ACTIVITIES:**

Repair and Maintenance

- Provide routine preventative maintenance and repairs for the fleet; inspect vehicles required for the Biannual Inspection of Terminals (BIT) and smog programs; sublet repairs to vendors as necessary; make road calls for units disabled in the field.

**PROGRAM ACTIVITIES (continued):**

Auto Parts

- Secure needed items for the maintenance and repair of the fleet through cooperative buying with other cities or through State Net Discount; provide a perpetual inventory and automatically reorder quantities through the automated management system.

Fuel and Oil

- Secure the necessary fuel and lubricating oil stocks through cooperative buying contracts with other agencies; maintain sufficient stock on hand for emergencies; continue to supply fuels to Encina Wastewater Authority; monitor fuel tanks in accordance with state and county regulations.

**KEY GOALS FOR 2012-13:**

- Continue to improve the data in the Fleet Management software to allow for more informed management decision-making.
- Continue professional development of Vehicle Maintenance technicians to ensure a well-trained, responsive work force.
- Continue to provide cost-effective and regulatory compliant maintenance and fueling services for the city's fleet of vehicles and equipment.

**SIGNIFICANT CHANGES:**

Reallocation of 0.10 of a full-time position moved to other departments to accurately reflect workload.



**PROGRAM: VEHICLE REPLACEMENT**  
**FUND: INTERNAL SERVICE**  
**PROGRAM GROUP: PROPERTY & ENVIRONMENTAL MANAGEMENT**  
ACCT NO. 6215461

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	11,005	47,533	50,000	50,000
CAPITAL OUTLAY	1,031,255	552,232	1,666,500	1,224,500
GRAND TOTAL	\$1,042,260	\$599,765	\$1,716,500	\$1,274,500
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

**WORK PROGRAM:**

This program sets a replacement charge for each piece of equipment in the city's motorized rental fleet with a value of \$10,000 or greater. This includes the determination of the useful life of individual units set forth in Administrative Order No. 3; the development of proper specifications to suit users' needs; outfitting of new units before being placed into service; and preparing replaced units for sale at auction or to interested public agencies or special districts. The replacement of units enables the city to meet clean air requirements of the San Diego Basin and ensures a more cost-effective fleet.

**PROGRAM ACTIVITIES:**

Fund Maintenance

- Calculate future acquisition costs for units costing \$10,000 or more in the fleet and establish an average replacement charge by unit class.

Specification Writing

- Develop specifications for the purchase of replacement units that satisfy client department performance requirements while optimizing life cycle return on investment.

Purchase and Disposal

- In partnership with the Finance Department, buy replacement units through the public bid process or in cooperation with other public agencies through cooperative purchasing programs. Arrange for the public auction of replaced units or sell them to other interested public agencies or special districts.
  - Of the 88 units that met age, mileage or both replacement criteria, only 23 were selected for replacement.
  - 2 units were downsized.
  - 1 unit is recommended for deferred replacement (retirement now, replace in the future as necessary).
  - 4 off-road motorcycles and a reserve on-road motorcycle are recommended for replacement with 2 dual-use motorcycles, resulting in a net decrease to the fleet of 3 units.
- Continuing a practice begun in FY 2009-10, a Vehicle Condition Report tool is being used by Fleet Management to determine which vehicles meeting either age or mileage criteria should be considered for replacement. As a result of this tool, several vehicles which would have been recommended for replacement in previous years were instead recommended for deferment for at least one more year.

**SIGNIFICANT CHANGES:**

None

PROGRAM: MISCELLANEOUS NON-DEPARTMENTAL  
 FUND: GENERAL  
 PROGRAM GROUP: NON-DEPARTMENTAL

ACCT NO. 001-VARIOUS

GENERAL FUND	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 ADOPTED BUDGET	2012-13 ADOPTED BUDGET
<b>Miscellaneous Non-Departmental Expenditures</b>				
	\$0	\$0	\$0	\$0
Community Contributions	22,000	51,612	33,640	0
Disaster Preparedness	0	0	0	0
Dues and Subscriptions	55,081	62,931	55,000	55,550
Legal Services	42,231	58,605	80,000	80,000
Management Incentive Pay	0	0	0	0
Professional Services	37,039	130,552	88,000	316,100
Other Miscellaneous Expenditures	56,373	49,566	0	0
Other Personnel	336,594	26,340	0	140,000
Property Tax and Other Administration	660,807	724,334	750,000	800,000
<b>Total Miscellaneous Non-Departmental Expenditures</b>	<b>1,210,125</b>	<b>1,103,940</b>	<b>1,006,640</b>	<b>1,391,650</b>
<b>Transfers</b>				
Hosp Grove Debt Service	0	0	0	0
Infrastructure Replacement Fund	6,538,000	7,175,000	7,382,000	7,547,000
Transfer to Self Insured Benefits - PERS Setaside	0	0	0	1,800,000
Transfer to Golf Course: Debt Service	0	0	1,110,750	945,000
Transfer to Golf Course: Operating Subsidy	0	0	295,000	0
Transfer to LLD #1 (Medians & Trees)	0	253,850	473,000	527,746
Transfer to Storm Water Program	177,000	134,790	215,000	210,000
Miscellaneous Transfers Out	3,137,463	1,350,000	0	0
<b>Total General Fund Transfers</b>	<b>9,852,463</b>	<b>8,913,640</b>	<b>9,475,750</b>	<b>11,029,746</b>
<b>Total General Fund Non-Departmental</b>	<b>\$11,062,588</b>	<b>\$10,017,580</b>	<b>\$10,482,390</b>	<b>\$12,421,396</b>
<b>Council Contingencies</b>				
Contingencies (Adopted budget)	0	0	500,000	1,500,000
<b>GENERAL FUND TOTAL</b>	<b>\$11,062,588</b>	<b>\$10,017,580</b>	<b>\$10,982,390</b>	<b>\$13,921,396</b>

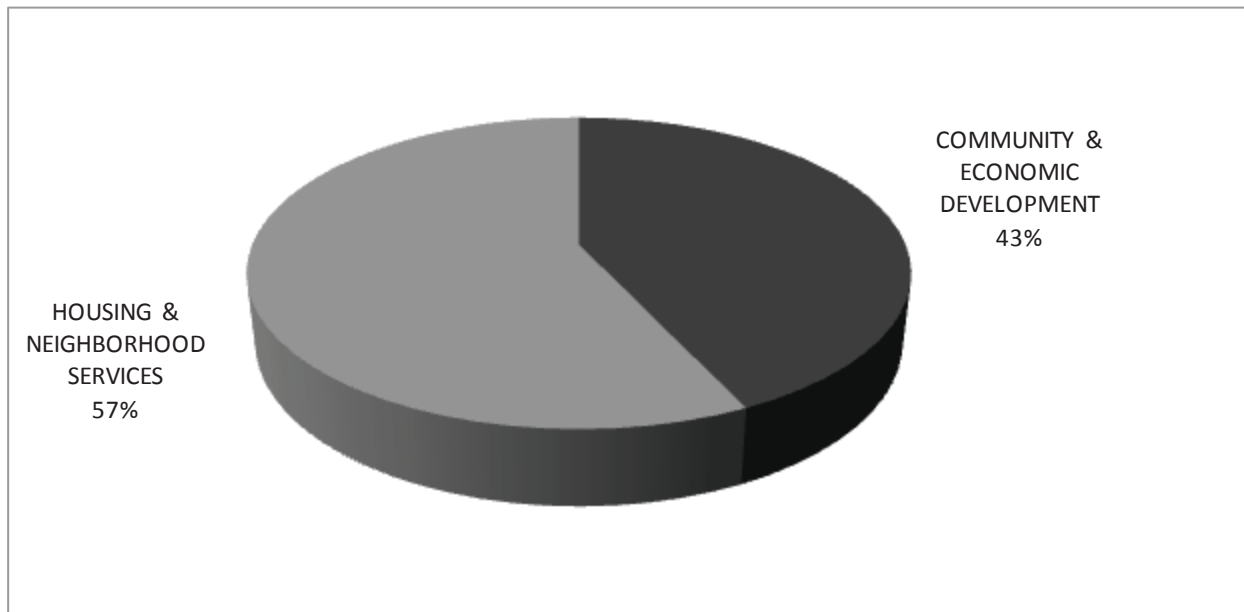




**PROGRAM: COMMUNITY DEVELOPMENT**  
**FUND: VARIOUS**  
**PROGRAM GROUP: VARIOUS**

**SUMMARY**

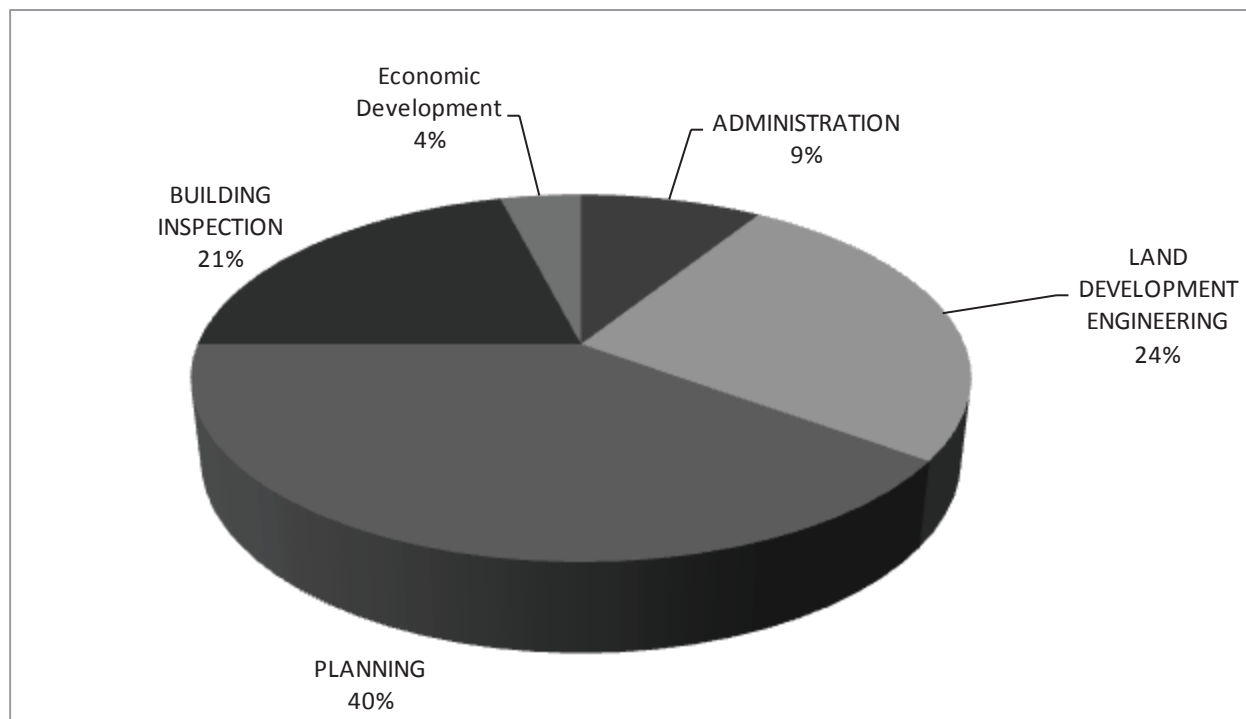
	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$7,453,173	\$6,914,615	\$7,168,923	\$6,777,043
MAINTENANCE & OPERATIONS	12,996,704	10,981,903	10,113,562	9,620,003
CAPITAL OUTLAY	4,422,210	-33,248	0	0
GRAND TOTAL	\$24,872,087	\$17,863,270	\$17,282,485	\$16,397,046
<b>FULL TIME POSITIONS</b>	<b>67.00</b>	<b>65.00</b>	<b>63.00</b>	<b>57.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>3.14</b>	<b>3.64</b>	<b>3.64</b>	<b>2.64</b>



**PROGRAM: COMMUNITY & ECONOMIC DEVELOPMENT**  
**FUND: VARIOUS**  
**PROGRAM GROUP: VARIOUS**

**SUMMARY**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$6,202,085	\$5,724,072	\$5,874,489	\$5,631,652
MAINTENANCE & OPERATIONS	3,151,609	2,105,146	1,477,327	1,429,960
CAPITAL OUTLAY	284	28,615	0	0
GRAND TOTAL	\$9,353,978	\$7,857,833	\$7,351,816	\$7,061,612
<b>FULL TIME POSITIONS</b>	<b>56.00</b>	<b>54.00</b>	<b>50.00</b>	<b>47.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>2.50</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>





**PROGRAM: ADMINISTRATION**  
**FUND: GENERAL**  
**PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT**

ACCT NO. 0013010

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$1,125,474	\$601,822	\$540,168	\$553,170
MAINTENANCE & OPERATIONS	318,364	404,815	69,544	64,979
CAPITAL OUTLAY	0	28,615	0	0
GRAND TOTAL	\$1,443,838	\$1,035,252	\$609,712	\$618,149
FULL TIME POSITIONS	6.00	4.90	3.90	4.00
HOURLY/FTE POSITIONS	0.00	0.00	0.20	0.50

### MISSION STATEMENT:

We are committed to helping people build a strong community by guiding and facilitating high quality projects, preserving the environment, and providing for, and maintaining a strong economic and employment base.

### PROGRAM ACTIVITIES:

The Community & Economic Development Department (CED) administration assists divisions within the department in accomplishing goals by removing roadblocks, coordinating between divisions with competing or conflicting priorities, and managing resource allocation and other support efforts. The Community & Economic Development Director serves as a member of the City's Leadership Team. The Community & Economic Development Director is also a team leader for Envision Carlsbad.

### KEY ACHIEVEMENTS FOR 2011-12:

- Completed the following tasks as part of the Envision Carlsbad Phase 2 work program:
  - ✓ Developed three alternative land use concept plans.
  - ✓ Held two community workshops as well as meetings with the Envision Carlsbad Citizens Committee (EC3) and Planning Commission on the alternatives.
  - ✓ Finalized a Preferred Land Use Plan and completed an outline for the General Plan.
  - ✓ Started drafting the General Plan.
- Presented Car Country Carlsbad Working Group staff recommendations, prioritization and cost estimates to the City Council, and initiated implementation of City Council directed recommendations.
- Completed the drafting and public hearing process for General Plan and Zone Code Amendments for Mixed use Development and Minimum Densities required as part of Housing Element Program 2.1.
- Completed changes to Power Plant Standards contained in the Zoning Ordinance.
- Land Use Decision Making Process Zone Code Amendment was drafted, recommended for approval by the Planning Commission and adopted by the City Council (DRP recommendation).
- Completed the new Water Efficient Landscape Manual with City Council approval (DRP recommendation).
- Developed and implemented strategies to attract, retain, and expand businesses in Carlsbad, with a focus on collaboration with the business community.
- Streamlined city processes for faster and more efficient handling of business requests and services.
- Developed and implemented a business outreach protocol focusing on attracting the most desirable missing business segments in the city.
- Held a commercial/industrial brokers forum for brokers working in Carlsbad and implemented an online commercial property search tool.
- Completed review and conditioning of over 50 new project applications, including LEGOLAND Hotel, Dos Colinas, South Coast Materials Quarry Reclamation, Tavarua Senior Apartments, La Posada, Cinepolis Luxury Cinemas, La Costa Bluff Apartments, Carlsbad Research Specific Plan and Pizza Port Production Facility.
- Implemented improvements to the Automatic Fire Sprinkler plan review and inspection process for greater efficiencies and increased customer service.
- Issued 1,400 building permits, performed final building inspections on over 271 dwelling units, and issued building permits for over 300 new dwelling units.

**PROGRAM: ADMINISTRATION**  
**FUND: GENERAL**  
**PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT**

**PAGE TWO**

**ACCT NO. 0013010**

**KEY GOALS FOR 2012-13:**

- Prepare comprehensive updates to city's General Plan, Local Coastal Program, and Zoning Ordinance consistent with adopted Community Vision.
- Develop streamlined and flexible development standards.
- Upgrade information technology programs for permitting and business services.
- Complete implementation of the Development Review Process Working Group recommendations through the California Coastal Commission process.
- Finish implementation of a new ordinance to support Proposition D recommendations.
- Implement the City Council's recommendations from the Car Country Carlsbad working group process.
- Develop a strategy and identify opportunities to create world-class opportunities in Carlsbad.
- Implement a business retention and expansion program to strengthen the city's strong and diverse economy and its position as an employment hub in north San Diego County.
- Develop a talent attraction program to support a healthy local economy.
- Leverage partnerships and regional resources to optimize Carlsbad and North County economic development efforts.

**SIGNIFICANT CHANGES:**

- Reallocated 0.10 full time position from the South Carlsbad Coastal Redevelopment Agency to Administration due to the elimination of this program.
- A 0.2 part-time position has been eliminated. Salary from this position was transferred to Economic Development to fund ongoing program costs.
- A 0.5 unfunded part-time position has been transferred from Planning to Administration.

**PROGRAM: ECONOMIC DEVELOPMENT**  
**FUND: GENERAL**  
**PROGRAM GROUP: COMMUNITY AND ECONOMIC DEVELOPMENT**

ACCT NO. 0013020

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$0	\$0	\$189,565	\$178,246
MAINTENANCE & OPERATIONS	0	0	12,980	74,088
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$0	\$0	\$202,545	\$252,334
FULL TIME POSITIONS	0.00	0.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

**MISSION STATEMENT:**

Strengthen the city's strong and diverse economy, supporting local businesses, attracting new businesses in targeted industries and solidifying the city's position as a key employment hub.

**PROGRAM ACTIVITIES:**

The Economic Development Division administers the city's economic development activities that include efforts to attract new businesses to the city and to retain and expand existing businesses. Economic Development also develops and implements promotional and marketing materials, provides economic and demographic information, and acts as the liaison to the business community.

**KEY ACHIEVEMENTS FOR 2011-12:**

- Developed/implemented strategies to attract, retain, and expand businesses in Carlsbad, with a focus on collaboration with the business community.
- Provided opportunities for increased organizational, local business, and citizen awareness of demographics and economic, business, and employment data via the city's website and informational bulletins.
- Developed and implemented a business outreach protocol focusing on attracting the most desirable missing business segments in the city.
- Identified and monitored progress of development projects that provide economic benefit to the city.
- Partnered with property owners in the Village to assist in creating a "Main Street" type program to spur local investment and foot traffic.
- Expanded the amount and quality of useful city information available to businesses.
- Held a commercial/industrial brokers forum for brokers working in Carlsbad and implemented an online commercial property search tool.
- Created and published a bimonthly newsletter on economic development sent to Carlsbad businesses.
- Began monthly meeting with both the Carlsbad Chamber of Commerce and the north county cities to find ways to work together to achieve our broader economic development goals.

**KEY GOALS FOR 2012-13:**

- Help retain and grow Carlsbad businesses by communicating with them to determine any barriers to growth they may have and to help ensure their success in Carlsbad.
- Develop and implement a talent attraction program that will help existing businesses grow and give Carlsbad the talent base to build the companies of the future.
- Develop a plan to recruit a world-class educational or research institution to Carlsbad.
- Continue to provide excellent data and information to existing Carlsbad businesses and those looking to relocate to Carlsbad through the website, newsletter, flyers, presentations and involvement in local business organizations.
- Help to develop and implement an economic development plan for North County that will promote regional prosperity and economic growth.
- Foster a strong business environment by investigating the implementation of an economic gardening program and continuing to focus on customer service improvement at the city.

**SIGNIFICANT CHANGES:**

None

**PROGRAM: LAND DEVELOPMENT ENGINEERING**  
**FUND: GENERAL**  
**PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT**

ACCT NO. 0013110

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$1,332,353	\$1,460,931	\$1,479,226	\$1,481,093
MAINTENANCE & OPERATIONS	250,422	189,635	366,707	365,446
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,582,775	\$1,650,566	\$1,845,933	\$1,846,539
FULL TIME POSITIONS	12.00	12.00	12.00	12.00
HOURLY/FTE POSITIONS	0.00	0.50	0.50	0.50

**MISSION STATEMENT:**

The Land Development Engineering Division's mission is to serve Carlsbad residents, business owners and developers by encouraging robust and creative engineering solutions on development projects.

**PROGRAM ACTIVITIES:**

Discretionary Review of Development Projects

- Provide technical support in a timely and efficient manner. Assist applicants and their engineers in complying with the city's engineering standards and subdivision ordinance, state stormwater ordinances and Map Act requirements, and good engineering practice.

Planchecking of Development Projects

- Provide plancheck services for grading plans, improvement plans, final maps, parcel maps, easements and other construction drawings. Check for consistency with engineering standards. Coordinate with other departments and divisions to provide comprehensive multi-disciplinary review.

Manage Development Projects

- Manage the various engineering-related aspects to projects as they develop construction drawings. Review conditions of approval, prepare securities, improvement agreements, deeds, hold harmless and other agreements. During construction serve as a resource to the project inspector. Coordinate post-construction project closeout.

Customer Service/Public Information

- Provide the highest level of customer service at the Development Services counter, providing engineering information, plancheck of building plans for engineering issues, development fee estimates, and the processing of administrative permits.

Maintain City Engineering Standards

- Practice continuous incremental improvement of standards and procedures, always looking for ways to identify additional efficiencies in procedures. Draft code changes to reflect revised procedures or to clarify existing best practices. Monitor changes in state laws pertaining to development and implement these changes in city standards.

### **KEY ACHIEVEMENTS FOR 2011-2012:**

- Completed review and conditioning of over 80 new project applications, including LEGOLAND Hotel, Dos Colinas, South Coast Materials Quarry Reclamation, Tavarua Senior Apartments, La Posada, Cinepolis Luxury Cinemas, La Costa Bluffs Apartments, Carlsbad Research Center Specific Plan and Pizza Port Production Facility.
- Completed over 400 individual discretionary project application reviews, including Robertson Ranch West Village, Plaza Camino Real, and Bressi Ranch Planning Areas 2 and 4.
- Completed planchecking of over 100 individual new drawing submittals comprising over 450 sheets.
- Completed over 325 individual plancheck cycles comprising over 1600 sheets.
- Issued grading permits for over 20 projects, including Quarry Creek Reclamation, Palomar Commons/Lowes, Hilton Carlsbad Beach Resort, Legoland Hotel, Marbrisa Phase 2, Muroya, and Tavarua Senior Apartments.
- Tracked changes to storm water regulations:
  - ✓ Active participants in the Co-Permittee Hydromodification Committee.
  - ✓ Contributor to the Co-Permittee Land Development Workgroup.
  - ✓ Modified the City of Carlsbad Standard Urban Stormwater Management Plan (SUSMP) to reflect hydromodification requirements.
  - ✓ Attended and performed multiple storm water training sessions.
  - ✓ Created brochure to assist residents in implementing Low Impact Development (LID) requirements.
  - ✓ Assisted Transportation and Utilities Departments with implementing new storm water requirements.
- Implemented Development Review Process (DRP) initiatives, including:
  - ✓ Revised the municipal code to create a minor grading permit process.
  - ✓ Revised the Substantial Conformance Exhibit policy to be more flexible and less prescriptive.
  - ✓ Revised the municipal code to streamline the Vesting Tentative Map process.
  - ✓ Revised park land dedication in the municipal code to clarify and properly index the fees collected.
  - ✓ Implemented procedure to bundle project transmittals to CM&I, reducing time from signed mylars to preconstruction meeting.
  - ✓ Reduced bonding costs for earthwork on grading plans.
  - ✓ Increased number of engineering reports available to public on DMS.
  - ✓ Clarified the collection of traffic impact fees and sewer benefit area fees.
- Coordinated with Planning in making required revisions to the Floodplain Ordinance.
- Reduced outside planchecking costs from over \$200,000 in 2008-2009 to \$0 in 2011-2012, through the use of in-house staff.
- Updated valuation threshold triggers for dedication and street improvements.
- Updated Engineering Standards:
  - ✓ Created and maintained submittal log to track proposed revisions.
  - ✓ Scheduled and chaired meetings of the Engineering Standards Coordination Committee.
  - ✓ Scheduled and chaired meetings of the Engineering Standards Approval Committee.
  - ✓ Updated standard drawings through use of a volunteer.
- Maintained Land Development Engineering portion of the city website:
  - ✓ Revised and uploaded engineering forms.
  - ✓ Updated revisions to engineering standards online.
- Exceeded customer service goals for turnaround time and number of reviews.

### **KEY GOALS FOR 2012-2013:**

#### Continuous Incremental Improvement

- Ensure that all development projects are consistent with City of Carlsbad Engineering Standards.
- Continue to refine all procedures and systems to increase the efficiency of project approvals.
- Monitor and comment on proposed new regional MS4 storm water permit.
- Complete a technical study to analyze hydromodification exemption areas.
- Implement code revisions to consolidate processing of tentative map extensions and minor subdivisions by the Planning Division.
- Do a better job of early communication with new businesses regarding potential impact fees and requirements.
- Leverage staff through the Carlsbad Permitting System to automate permit processing.

### **SIGNIFICANT CHANGES:**

None



**PROGRAM:** LAND USE PLANNING & PLANNING COMMISSION  
**FUND:** GENERAL  
**PROGRAM GROUP:** COMMUNITY & ECONOMIC DEVELOPMENT  
 ACCT NO. 0013210/0013220

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$2,326,153	\$2,368,188	\$2,420,270	\$2,453,606
MAINTENANCE & OPERATIONS	1,043,823	583,677	387,814	394,575
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$3,369,976	\$2,951,865	\$2,808,084	\$2,848,181
FULL TIME POSITIONS	24.00	22.50	21.50	21.00
HOURLY/FTE POSITIONS	1.00	1.00	0.80	0.00

### MISSION STATEMENT:

The Planning Division's mission is to help guide the planned physical development of the city in a manner that enhances the quality of life for its citizens.

### PROGRAM ACTIVITIES:

#### Review of Development Projects

- Provide technical support to the Planning Commission and City Council in a timely and efficient manner, Ensure consistency of all development proposals with the city's general plan, zoning, subdivision, Local Coastal Program, and environmental ordinances. Update development standards as needed. Ensure the efficient processing, including environmental clearance for city CIP projects.

#### Preparation of Special Studies and Policy Review

- Prepare special studies relating to land use as directed by the City Council. Provide advice to the City Council and Planning Commission regarding policy matters related to planning and development in the city. Represent the city in regional planning matters at SANDAG and advising the City Council representative to the SANDAG board and committees.

#### Implementation of General Plan and Growth Management Plan

- Ensure that all new planning programs and development projects are consistent with the goals, policies and objectives of the General Plan, and the performance standards of the Growth Management Plan.

#### Customer Service/Public Information

- Provide the highest level of customer service at the Development Services Counter in providing planning and zoning information, review of building permits, and the processing of administrative permits.



### KEY ACHIEVEMENTS FOR 2011-2012:

- Completed the following tasks as part of the Envision Carlsbad Phase 2 Work Program:
  - ✓ Developed three alternative land use concept plans.
  - ✓ Held two community workshops as well as meetings with the Envision Carlsbad Citizens Committee (EC3) and Planning Commission on the alternatives.
  - ✓ Finalized a Preferred Land Use Plan and completed an outline for the General Plan.
  - ✓ Started drafting the General Plan.
- Processed numerous permits for city capital projects (park, sewer, water, drainage, and road projects) including the Agua Hedionda Sewer Lift Station and Force Main.
- Completed the Customer Satisfaction Survey and received an overall satisfaction rating of 98 percent.
- Processed an amendment to Program 2.1 of the General Plan Housing Element in response to a court decision regarding the City's adoption of the element.
- Completed the drafting and public hearing process for General Plan and Zone Code Amendments for Mixed use Development and Minimum Densities required as part of Housing Element Program 2.1.
- Revised the Second Dwelling Unit ordinance to modify the requirements for rent restrictions.
- Completed changes to Power Plant Standards contained in the Zoning Ordinance.
- Completed the new Water Efficient Landscape Manual with City Council approval in March 2012.
- Prepared amendments to the General Plan and Noise Guidelines Manual to be consistent with the McClellan-Palomar Airport Land Use Compatibility Plan that were adopted by the City Council and approved by the San Diego Regional Airport Authority.
- The Land Use Decision Making Process Zone Code Amendment was drafted, recommended for approval by the Planning Commission and adopted by the City Council.
- Finalized a General Plan Amendment and Zone Change to modify the Carlsbad/San Marcos boundary in the vicinity of the Rancho Santa Fe Road and Melrose Drive intersection.
- Completed entitlements for the following projects: Dos Colinas, Tavarua Senior Apartments, Cinepolis Luxury Cinemas, Production Facility at Bressi Ranch, La Posada de Guadalupe, Rancho Carlsbad Option Parcel, Muroya Subdivision, and Rancho Milagro.
- Completed White Papers for the City Council on the topics of Vacation Rentals, the Deferral of Impact Fees, and Housing Issues.
- Assumed and completed transition of permit authority for the Village Area.

### KEY GOALS FOR 2012-2013:

#### Top Quality Services

- Draft the updated General Plan (including the Housing Element) and Local Coastal Program. Prepare a program-level Environmental Impact Report (EIR) and circulate the EIR for public review. Conduct community workshops on the draft General Plan and Local Coastal Program and hold adoption hearings.
- Continue to revise all procedures and systems to ensure the efficient processing of all projects.
- Provide strategic advice regarding land use and long-term planning in the city.
- Process all private development permits for the entire city, including the Village area.
- Submit the Local Coastal Program Amendment for the Land Use Decision Making Process Zone Code Amendment to the California Coastal Commission and work with commission staff on processing the amendment.
- Complete the processing of the Master Plan and Environmental Impact Report for the Quarry Creek project.
- Conclude the review and entitlement process for amendments to the Carlsbad Research Center Specific Plan.
- Complete processing entitlements for the West Village of Robertson Ranch.
- Finalize the EIR and hold hearings on the adoption of a Specific Plan for the Westfield Carlsbad project.

### SIGNIFICANT CHANGES:

- Eliminated a 1.0 full time unfunded Planning Technician position.
- A total of 0.5 full time positions were reallocated from the South Carlsbad Coastal Redevelopment Agency to Planning due to the elimination of this program.
- A total of 0.5 of an unfunded part-time position was reallocated to Administration.
- Eliminated 0.3 of an unfunded part-time position.

**PROGRAM:** BUILDING  
**FUND:** GENERAL  
**PROGRAM GROUP:** COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 0013610

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$1,349,365	\$1,185,168	\$1,137,545	\$965,537
MAINTENANCE & OPERATIONS	394,835	486,371	557,538	530,872
CAPITAL OUTLAY	284	0	0	0
GRAND TOTAL	\$1,744,484	\$1,671,539	\$1,695,083	\$1,496,409
FULL TIME POSITIONS	14.00	14.00	11.00	9.00
HOURLY/FTE POSITIONS	1.50	1.50	1.50	1.00

**WORK PROGRAM:**

The Building Division reviews applications for building permits, routes applications to applicable departments, issues permits, and inspects structures under construction for compliance with California Building Code Regulations.

**PROGRAM ACTIVITIES:**

- Receipt of building permit applications, coordination of building permit approvals, issuance of building permits, inspection of new and remodeled structures.

**KEY ACHIEVEMENTS FOR 2011-12:**

- Issued 1,400 permits valued at over \$168 million for various types of construction projects.
- Performed over 19,000 various combination building inspections and maintained a policy of providing inspections by the next working day.
- Performed final building inspections on over 271 dwelling units.
- Performed over 2,400 NPDES (Storm Water inspections).
- Implemented the use of smart PDA's to increase and streamline field to office communication.
- Implemented improvements to the Automatic Fire Sprinkler plan review and inspection process for greater efficiencies and increased customer service.

**KEY GOALS FOR 2012-13:**

Top Quality Services

- Respond to 95% of requests for field inspections the next working day by using a priority based system for inspection requests based on geographic routing, proactive inspection scheduling and effective project management.
- Implement GIS based daily inspection map to track and improve routing efficiency.
- Decrease Building Plan Check Review turnaround time.
- Upgrade and automate Permitting System software to provide greater public access to permitting process.
- Provide staff development training for each employee in the California Building Codes and Storm Water regulations.
- Continue to coordinate an interdepartmental program to allocate Construction Management and Building Inspection staff to ensure a more efficient use of time and resources.
- Continue scanning documents into DMS for improved access by the public.
- Monitor customer service satisfaction surveys to improve Building Division's effectiveness and performance.
- Maximize use of existing and available low cost and smart PDA software technology.

**PROGRAM:** BUILDING  
**FUND:** GENERAL  
**PROGRAM GROUP:** COMMUNITY & ECONOMIC DEVELOPMENT

**PAGE TWO**

ACCT NO. 0013610

**SIGNIFICANT CHANGES:**

- Eliminated a 1.0 full time unfunded Senior Building Inspector position.
- Eliminated a 1.0 full time Building Inspector II position.
- Eliminated a 0.5 part-time position.

**PROGRAM:** SOUTH CARLSBAD COASTAL REDEVELOPMENT AREA  
**FUND:** REDEVELOPMENT AGENCY  
**PROGRAM GROUP:** COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 8102420

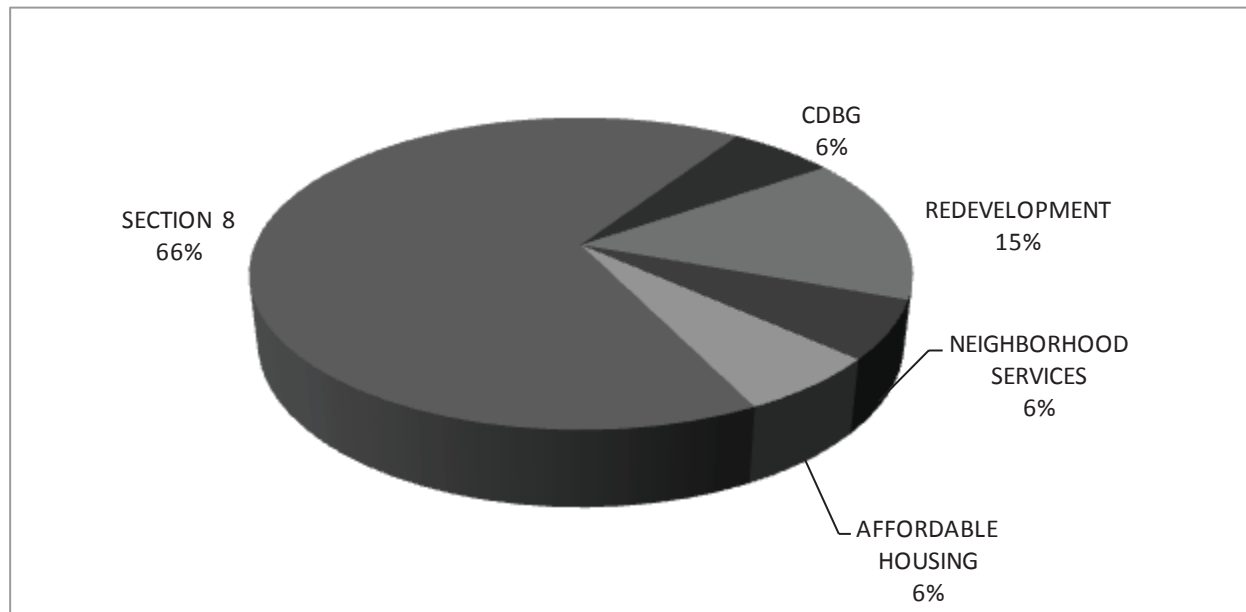
	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$68,740	\$107,963	\$107,715	\$0
MAINTENANCE & OPERATIONS	1,164,574	490,560	87,744	0
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,233,314	\$598,523	\$195,459	\$0
FULL TIME POSITIONS	0.00	0.60	0.60	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

As required by State Legislation, the Carlsbad Redevelopment Agency was dissolved as of February 1, 2012, including the South Carlsbad Coastal Redevelopment Area.

**PROGRAM: HOUSING & NEIGHBORHOOD SERVICES**  
**FUND: VARIOUS**  
**PROGRAM GROUP: VARIOUS**

**SUMMARY**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$1,251,088	\$1,190,543	\$1,294,434	\$1,145,391
MAINTENANCE & OPERATIONS	9,845,095	8,876,757	8,636,235	8,190,043
CAPITAL OUTLAY	4,421,926	-61,863	0	0
GRAND TOTAL	\$15,518,109	\$10,005,437	\$9,930,669	\$9,335,434
<b>FULL TIME POSITIONS</b>	<b>11.00</b>	<b>11.00</b>	<b>13.00</b>	<b>10.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.64</b>	<b>0.64</b>	<b>0.64</b>	<b>0.64</b>



**PROGRAM:** NEIGHBORHOOD SERVICES  
**FUND:** GENERAL FUND  
**PROGRAM GROUP:** HOUSING & NEIGHBORHOOD SERVICES

**ACCT NO. 00125XX/  
0012910/1502810**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$258,447	\$229,815	\$319,328	\$297,985
MAINTENANCE & OPERATIONS	171,700	170,247	280,917	307,006
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$430,147	\$400,062	\$600,245	\$604,991
<b>FULL TIME POSITIONS</b>	<b>1.00</b>	<b>2.21</b>	<b>4.23</b>	<b>2.63</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.18</b>	<b>0.18</b>	<b>0.20</b>	<b>0.34</b>
GENERAL FUND	\$390,147	\$400,062	\$550,245	\$576,991
SPECIAL REVENUE	40,000	0	50,000	28,000
TOTAL FUNDING	\$430,147	\$400,062	\$600,245	\$604,991

## MISSION STATEMENT:

Serving to engage and connect the community, its neighborhood, and its people in the development and implementation of programs which provide for affordable housing and help strengthen neighborhoods through partnerships and collaboration to improve or enhance the quality of life and sense of community within Carlsbad.

## PROGRAM ACTIVITIES:

### Code Compliance

- Assist residents and provide expertise regarding zoning, housing, building and miscellaneous Municipal Code inquiries.

### Community Funding Program

- Assist winning teams and special events that benefit the community of Carlsbad.

### Community Relations Program and Neighborhood Liaisons

- Coordinate programs to meet the needs of our diverse community.
- Provide a central point of contact between residents and city government.
- Coordinate neighborhood service interdepartmental response teams.

### Employment Hiring Center

- Administer contract and work with contractor to provide a hiring center to assist day laborers in obtaining employment.

### Neighborhood Organization and Engagement Initiative

- Assist residents and/or business owners to create neighborhood organizations/associations to assist with enhancement and/or problem-solving.
- Engage neighborhood leaders in enhancement efforts.
- Assist residents/business owners to address neighborhood issues and concerns.

### Volunteer Program

- Recruit and coordinate volunteer services.
- Match volunteers with appropriate programs and projects to allow for community problem solving and extension of city services.
- Encourage an environment of volunteerism throughout the community.
- Mediation Program



**PROGRAM: NEIGHBORHOOD SERVICES**  
**FUND: GENERAL FUND**  
**PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES**

**PAGE TWO**

ACCT NO. 00125XX/  
0012910/1502810

### **KEY GOALS 2012-13**

- Establish strong neighborhood connections through various mediums.
- Establish the community liaison programs and relationships.
- Take appropriate actions to dissolve the Carlsbad Redevelopment Agency.
- Develop and implement a Leadership Academy Program to encourage greater civic engagement by a more diverse population

### **SIGNIFICANT CHANGES:**

- The Code Compliance division of HNS will now operate under the umbrella of Neighborhood Services. All administrative costs will transfer and retain the existing staff load. No budget or staff increases will result in this consolidation.
- A decrease of 1.6 full-time positions and an increase of 0.14 hourly FTE to realign the department's responsibilities will occur to accommodate for the loss of two full-time staff positions as a result of Redevelopment Agency dissolution.

**PROGRAM:** AFFORDABLE HOUSING  
**FUND:** HOUSING TRUST FUND  
**PROGRAM GROUP:** HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 1332621

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$260,302	\$210,461	\$231,528	\$291,602
MAINTENANCE & OPERATIONS	229,663	212,329	242,052	281,642
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$489,965	\$422,790	\$473,580	\$573,244
FULL TIME POSITIONS	3.14	1.88	2.27	2.62
HOURLY/FTE POSITIONS	0.08	0.12	0.00	0.30

### MISSION STATEMENT:

Helping people achieve their dreams.

### PROGRAM ACTIVITIES:

#### Affordable Housing Programs

Provide staff support to implement the various affordable housing programs as set forth within the city's housing element including:

- Mortgage Credit Certificate Program (MCC).
- Provide staff support to the Housing Commission.
- Participate in the San Diego Regional Housing Task Force.
- Down Payment and Closing Cost Assistance Program
- Minor Home Repair Program
- Development of new opportunities for affordable housing.

#### Affordable Housing Financial Assistance

- Negotiate and prepare financial assistance and loan documents for construction of single- and multi-family affordable housing projects.

#### Inclusionary Housing

- Implement the Inclusionary Housing Ordinance by providing information to developers, the public, and city staff on the requirements of the ordinance.
- Negotiate and prepare affordable housing agreements.
- Monitor the development and operation of affordable housing developments.
- Assist with development of affordable housing from concept to construction.

### SIGNIFICANT CHANGES:

- An increase of 0.30 in hourly FTE. Staff has been reassigned to reflect the organizational changes within HNS.
- An increase of 0.37 full-time positions. Staff has been reassigned to reflect the organizational changes within HNS.

**PROGRAM:** RENTAL ASSISTANCE  
**FUND:** HUD SECTION 8 HOUSING  
**PROGRAM GROUP:** HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 190XXXX

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$410,591	\$420,433	\$430,083	\$375,736
MAINTENANCE & OPERATIONS	5,840,460	5,936,540	6,192,399	5,844,178
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$6,251,051	\$6,356,973	\$6,622,482	\$6,219,914
FULL TIME POSITIONS	4.25	4.25	4.30	3.60
HOURLY/FTE POSITIONS	0.30	0.34	0.30	0.00

### MISSION STATEMENT:

Helping people achieve their dreams.

### PROGRAM ACTIVITIES:

#### Section 8 Tenant-Based Rental Assistance

- Provide federal funding to subsidize rents for extremely low-income and very low-income households.
- Assist low-income households in the community to access rental housing that is decent, safe, and sanitary.
- Ensure program is being administered in compliance with federal regulations, federal guidelines, the Carlsbad Administrative Plan, and the Public Housing Agency (PHA) Plan.
- Achieve and maintain a lease rate that effectively utilizes funding allocation.

#### Family Self-Sufficiency

- Designed to enable unemployed, under-employed or under-educated low-income families to achieve economic independence from welfare.
- Assist families in identifying barriers to becoming self-sufficient.
- Provide guidance to the family to establish a five-year goal and plan.
- Coordinate needed support services and act as an advocate on behalf of the client.

### PERFORMANCE/WORKLOAD MEASURES:

- Maintain a Section Eight Management Assessment Program (SEMAP) ranking of "standard performer" or "high performer."
- Achieve and maintain a lease rate utilizing 98% of allocated funds.
- Update and revise Administrative Plan to adopt changes in federal regulations.
- Expand rental assistance knowledge by conducting community workshops, providing owner and participant educational opportunities, and conducting owner outreach presentations.

### KEY ACHIEVEMENTS 2011-12:

- Provided monthly rental assistance to approximately 600 very low and extremely low-income households.
- Received "High Performer" ranking under SEMAP.

### SIGNIFICANT CHANGES:

- In FY 2012-13, the program will experience a decrease of 0.30 hourly FTE and a decrease of 0.60 full-time FTE. These staffing reductions are directly correlated with the dissolution of the redevelopment agency and related funding for housing, as well as an anticipated reduction in federal funding for the Section 8 program.

**PROGRAM: COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)**  
**FUND: CDBG ENTITLEMENT**  
**PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES**

ACCT NO. 391XXXX

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$76,753	\$75,670	\$80,285	\$67,745
MAINTENANCE & OPERATIONS	358,812	509,143	584,549	472,825
CAPITAL OUTLAY	63	0	0	0
GRAND TOTAL	\$435,628	\$584,813	\$664,834	\$540,570
FULL TIME POSITIONS	0.61	0.59	0.60	0.30
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

**MISSION STATEMENT:**

Helping people achieve their dreams.

**PROGRAM ACTIVITIES:**

Administration of Community Development Block Grant Program (CDBG)

- Provide staff support to the CDBG Funding Advisory Committee and City Council in the selection process to identify activities to be included in the consolidated funding plan for the CDBG Program.
- Prepare a consolidated funding plan for submittal to U.S. Department of Housing and Urban Development (HUD).
- Ensure that documentation is maintained to meet guidelines established by HUD for continued CDBG funding.
- Monitor activities of grant sub-recipients to ensure that HUD and city requirements are met.
- Prepare Annual Performance and Evaluation Report for review and approval by City Council and HUD.

**PERFORMANCE MEASURES:**

- Hold four public meetings to review and obtain comments on the city's CDBG Program.
- Conduct selection process to identify a minimum of ten local public service agencies that should be assisted with funding through the CDBG Program.
- Monitor grant sub-recipients and maintain documentation necessary to meet federal guidelines.

**PROJECTS AUTHORIZED BY COUNCIL FOR 2012-13:**

Boys and Girls Club	\$5,000
Boys and Girls Club Facility Improvements	\$35,000
Brother Benno	\$5,000
Casa de Amparo	\$5,000
Catholic Charities	\$5,000
Center for Social Advocacy	\$10,100
Community Housing Works Affordable Housing	\$375,000
Community Resource Center	\$5,000
Interfaith Community Services	\$5,000
Meals on Wheels	\$5,000
North County Food Bank	\$5,000
North County Lifeline	\$5,000
The Angel's Depot	\$5,000
Women's Resource Center	\$5,000
YMCA Oz North County	\$5,000

**PROGRAM:** COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)  
**FUND:** CDBG ENTITLEMENT **PAGE TWO**  
**PROGRAM GROUP:** HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 391XXXX

**KEY ACHIEVEMENTS 2011-12:**

- Provided funding assistance to 14 nonprofit organizations.
- Met compliance requirements for timely expenditure of funds.
- Provided funding for programs that assisted over 1,500 Carlsbad residents.

**SIGNIFICANT CHANGES:**

- The federal government approved a 12 percent reduction in CDBG funding for 2012-13; a plan was developed, however, to address said reduction in funds.
- A reduction of 0.30 full-time positions. Staff was reassigned to accommodate the decrease in federal funding.

**PROGRAM:** SUCCESSOR AGENCY (REDEVELOPMENT) OPERATIONS  
**VILLAGE AREA**  
**FUND:** REDEVELOPMENT RETIREMENT FUND  
**PROGRAM GROUP:** HOUSING & NEIGHBORHOOD SERVICES **ACCT NO.** 801XXXX,  
802XXXX

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$183,319	\$176,411	\$144,886	\$112,323
MAINTENANCE & OPERATIONS	3,171,657	1,954,142	1,297,068	1,284,392
CAPITAL OUTLAY	4,421,863	-61,863	0	0
GRAND TOTAL	\$7,776,839	\$2,068,690	\$1,441,954	\$1,396,715
FULL TIME POSITIONS	1.56	1.54	1.15	0.85
HOURLY/FTE POSITIONS	0.08	0.00	0.14	0.00

### MISSION STATEMENT:

Helping people achieve their dreams.

### PROGRAM ACTIVITIES:

- Complete activities associated with dissolution of the Redevelopment Agency.
- Transition roles and responsibilities for permit processing and village revitalization efforts to Community and Economic Development Department and Village Revitalization Partnership.
- Assist with any assigned efforts for neighborhood enhancement programs within the Village Area.
- Continue to administer the storefront improvement grant program, and complete disbursement of all grant funds to qualified Village business/property owners.
- Complete any projects set forth within the approved Recognized Obligation Payment Schedule (ROPS) and ensure payment of all debt obligations as set forth by the Oversight Board.
- Coordinate the activities of the Oversight Board, and complete assignments of the Oversight Board
- Transfer ownership of redevelopment agency property to appropriate agency, or sell said property as set forth by the Oversight Board.

### KEY GOALS 2012-13:

- HNS staff will work in coordination with the City Attorney's Office, Finance Department, the Oversight Board and the State of California and County of San Diego to ensure proper implementation of the Successor Agency and to take the appropriate actions to dissolve the former redevelopment agency in a timely manner and ensure repayment of all approved debt obligations.
- Complete approved redevelopment projects as set forth within the certified ROPS, and submit all required reports on dissolution activities to the State of California and the County of San Diego.

### SIGNIFICANT CHANGES:

- Reduction of .30 full-time positions and 0.14 hourly FTE; decrease in staffing is directly correlated with the dissolution of the redevelopment agency and related funding, which includes low and moderate income housing set-aside funding. In total 2 full-time positions were eliminated from the Housing and Neighborhood Services budget to reflect the dissolution of the Redevelopment Agency, and the related loss in funding for administrative costs for general operations and affordable housing.



**PROGRAM:** LOW/MODERATE INCOME HOUSING  
**FUND:** VILLAGE AREA  
**PROGRAM GROUP:** REDEVELOPMENT AGENCY  
HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 8032420

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$39,246	\$41,946	\$49,057	\$0
MAINTENANCE & OPERATIONS	42,807	36,263	24,501	0
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$82,053	\$78,209	\$73,558	\$0
FULL TIME POSITIONS	0.29	0.29	0.25	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

#### MISSION STATEMENT:

Helping people achieve their dreams.

#### PROGRAM ACTIVITIES:

- As a result of the dissolution of the Carlsbad Redevelopment Agency, the low and moderate income housing set-aside funding for housing programs through the Redevelopment Agency has been eliminated. The roles and responsibilities of the dissolved for housing programs of the former Redevelopment Agency have been transferred to the City's Housing Authority. Affordable housing programs will now be funded through the Housing Trust Fund and the Section 8 Rental Assistance program budgets only. This budget has been eliminated and appropriate staffing changes have been made.

#### PERFORMANCE/WORKLOAD MEASURES:

- As a result of the dissolution of the Redevelopment Agency, this budget has been eliminated. All affordable housing work will now be funded through the Housing Trust Fund and the Section 8 Rental Assistance budgets.

#### SIGNIFICANT CHANGES:

- Staff assignments and responsibilities have shifted to reflect the low and moderate income housing set-aside funding elimination as a result of dissolution of the Carlsbad Redevelopment Agency, including the reduction of 0.25 full-time positions. All appropriate staff and other administrative costs for the City's affordable housing programs will be funded through the Housing Trust Fund and/or Section 8 Rental Assistance budget.

**PROGRAM:** LOW/MODERATE INCOME HOUSING  
**FUND:** SOUTH CARLSBAD COASTAL AREA  
**PROGRAM GROUP:** REDEVELOPMENT AGENCY  
HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 8122420

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$22,430	\$35,807	\$39,267	\$0
MAINTENANCE & OPERATIONS	9,587	8,181	9,749	0
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$32,017	\$43,988	\$49,016	\$0
FULL TIME POSITIONS	0.15	0.24	0.20	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

#### MISSION STATEMENT:

Helping people achieve their dreams.

#### PROGRAM ACTIVITIES:

- As a result of the dissolution of the Carlsbad Redevelopment Agency, the low and moderate income housing set-aside funding for housing programs through the Agency has been eliminated. The roles and responsibilities of the dissolved redevelopment agency have been transferred to the City's Housing Authority. Affordable Housing Programs will now be funded through the Housing Trust Fund and the Section 8 Rental Assistance Programs only.. This budget has been eliminated and appropriate staffing changes have been made.

#### PERFORMANCE/WORKLOAD MEASURES:

- As a result of the dissolution of the Redevelopment Agency, this budget has been eliminated. All affordable housing work will now be funded through the Housing Trust Fund and the Section 8 Rental Assistance budgets.

#### SIGNIFICANT CHANGES:

- Staff assignments and responsibilities have shifted to reflect the low and moderate income housing set-aside funding elimination as a result of dissolution of the Carlsbad Redevelopment Agency, including the elimination of 0.20 full-time positions. All appropriate staff and other administrative costs for the City's affordable housing programs will be funded through the Housing Trust Fund and/or Section 8 Rental Assistance budget.

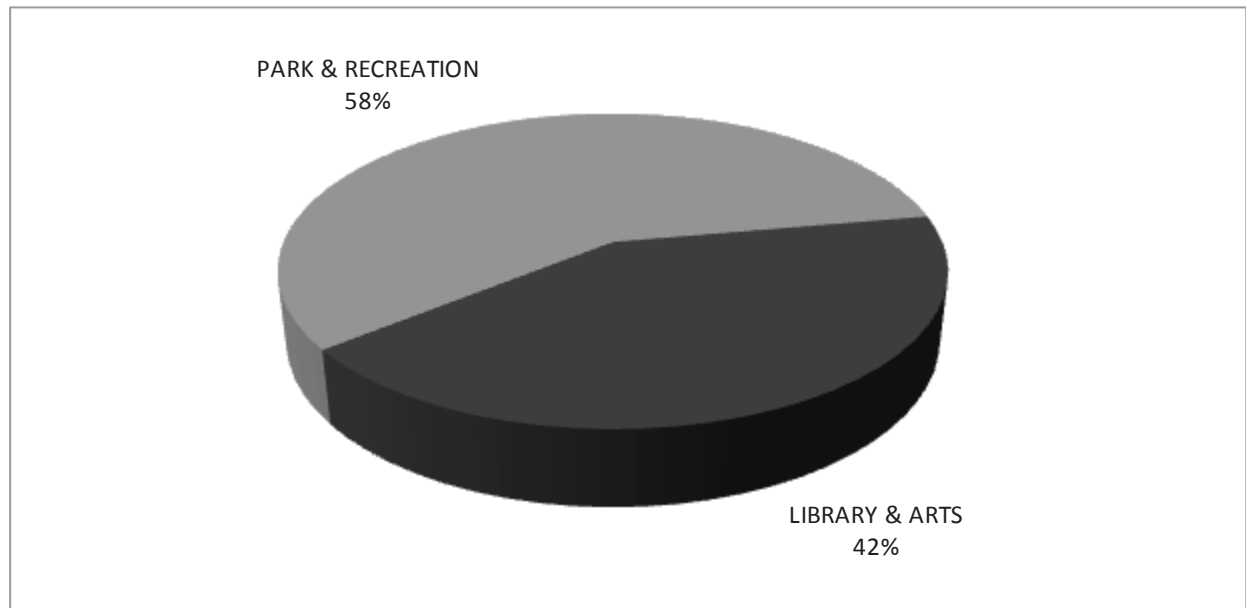




**PROGRAM: COMMUNITY SERVICES**  
**FUND: VARIOUS**  
**PROGRAM GROUP: VARIOUS**

**SUMMARY**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$14,224,438	\$14,422,982	\$14,846,860	\$14,473,086
MAINTENANCE & OPERATIONS	9,598,816	9,487,608	10,275,192	10,150,696
CAPITAL OUTLAY	94,917	125,532	0	0
GRAND TOTAL	\$23,918,171	\$24,036,122	\$25,122,052	\$24,623,782
<b>FULL TIME POSITIONS</b>	<b>125.95</b>	<b>124.20</b>	<b>122.20</b>	<b>119.65</b>
<b>HOURLY/FTE POSITIONS</b>	<b>124.26</b>	<b>124.26</b>	<b>124.26</b>	<b>118.10</b>



**PROGRAM:** LIBRARY & CULTURAL ARTS  
**FUND:** VARIOUS  
**PROGRAM GROUP:** LIBRARY & CULTURAL ARTS

**SUMMARY**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$6,747,108	\$6,872,012	\$6,903,935	\$6,864,562
MAINTENANCE & OPERATIONS	3,612,818	3,832,718	3,648,146	3,570,060
CAPITAL OUTLAY	33,075	43,849	0	0
GRAND TOTAL	\$10,393,001	\$10,748,579	\$10,552,081	\$10,434,622
FULL TIME POSITIONS	53.00	52.25	51.25	51.25
HOURLY/FTE POSITIONS	62.50	62.50	62.50	61.50

**DEPARTMENT DESCRIPTION:**

The Library & Cultural Arts Department provides educational, informational, and cultural arts services for all community residents, which contributes to quality of life by supporting lifelong learning, the pursuit of knowledge, and creating community gathering places. The Library & Cultural Arts Department operates three public facilities that include the Carlsbad City Library on Dove Lane, the Georgina Cole Library on Carlsbad Village Drive and the Library Learning Center on Eureka Place, along with supporting public art throughout the community. The Carlsbad City Library is also home to the Ruby G. Schulman Auditorium and the Cannon Art Gallery which both support a variety of visual arts, performing arts, and art education programming and services.

**KEY ACHIEVEMENTS FOR 2011-12:**

- Researched and developed plan for next generation library automation solutions
- Evaluated and reported results from grant-supported survey that assessed program and service interests of adults 50+
- Developed and implemented departmental restructure plan to most efficiently use resources, fund programs, and position the organization to manage and respond to rapid change in the delivery of services
- Updated the department's budget document to more clearly communicate the library and cultural arts services and programs provided with the allocated resources
- Implemented changes to the TGIF Jazz in the Parks souvenir program that resulted in significant cost savings

**WORKLOAD STATISTICS:**

	<u>FY08-09</u>	<u>FY 09-10</u>	<u>FY10-11</u>
Library Visitors	670,932	749,514	858,788
Circulation	1,334,875	1,376,601	1,362,700
Reference Quest.	283,641	304,468	301,071
Computer Use	165,209	167,300	152,587
e/Audio Book Use	n/a	n/a	4,376
Volunteer Hours	20,700	26,474	26,619
Childrens*	1,394/43,915	1,225/45,255	1,198/49,000
Adult *	576/16,641	450/15,334	484/13,186
Facility Rentals*	787/38,687	810/42,852	1,251/51,953

\* Number of Programs/Attendance

**KEY GOALS FOR 2012-13:**

- Procure and implement next generation library automation systems including patron copy/print management systems, integrated library information system, discovery services, and mobile device applications
- Complete conceptual design for various spaces at the Carlsbad City Library on Dove Lane and the Cole Library to create more efficient use of facilities within the existing footprint of the buildings prior to recarpeting
- Evaluate range of services provided and identify potential service modifications to adjust to the community's changing demographics
- Work with citywide team to develop new revenue streams through marketing partnerships and sponsorships to support library and cultural arts programs

**SIGNIFICANT CHANGES:**

- Realigned budget to reflect department restructure and more functional lines of business that includes Circulation Services, Reference Services, Childrens Services, and Collections & Technical Services.
- Eliminated a net total of 1.0 hourly FTE position.



**PROGRAM:** ADMINISTRATION  
**FUND:** GENERAL  
**PROGRAM GROUP:** LIBRARY & CULTURAL ARTS

ACCT NO. 0014010

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$1,000,887	\$1,010,601	\$1,063,692	\$1,420,226
MAINTENANCE & OPERATIONS	1,328,495	887,998	807,448	801,930
CAPITAL OUTLAY	14,923	29,516	0	0
GRAND TOTAL	\$2,344,305	\$1,928,115	\$1,871,140	\$2,222,156
FULL TIME POSITIONS	10.00	10.00	10.00	12.00
HOURLY/FTE POSITIONS	4.40	4.40	4.40	5.13

### WORK PROGRAM:

Library & Cultural Arts Administration provides management and leadership for the delivery of library and cultural arts programs and services; plans for the efficient use of resources and facilities; coordinates relations with local, state and federal government agencies; provide liaison services to Library Board of Trustees, the Friends of the Library, the Carlsbad Library & Arts Foundation, the Friends of the Arts, and the Serra Cooperative Library System.

### PROGRAM ACTIVITIES:

- Conduct strategic planning, set programs and services, monitor and respond to industry trends
- Manage all personnel and volunteer recruitment activities; develop and maintain policies and procedures
- Develop and monitor budgets; contract and grant administration; purchasing and accounting processes
- Develop and plan technology solutions to effectively deliver library and cultural arts services
- Provide liaison services to Arts Commission, and Historic Preservation Commission; participate in and promote public education pertaining to the general history of Carlsbad, historic areas and sites

### KEY ACHIEVEMENTS FOR 2011-12:

- Launched integrated library automation system (ILS) review team and project
- Patron Print/PC management system upgrade project planning completed and ready for implementation
- Implemented e-book program and online donations processing
- Improved wireless services; increased broadband capacity for internet services
- Improved efficiency, flexibility and cross-training through consolidation of staffing and reduction of a service desk.
- Engaged community virtually using current web technology (Web 2.0/3.0)
- Completed conceptual design plans for various spaces at the Dove and Cole facilities to create more efficient use of space prior to recarpeting

### KEY GOALS FOR 2012-13:

- Upgrade discovery service to provide single-search experience across all print/non-print resources; implement mobile device applications to allow patrons to search materials, place holds, etc. from a mobile device.
- Replace seven year old patron copier/printer systems and update with current technology; and evaluate automated payment processing options for print/copy service efficiency
- Evaluate and select next generation integrated library information system to position the library for industry changes over the next decade
- Implement staffing changes to fulfill restructure plan

### SIGNIFICANT CHANGES:

- As part of department wide restructure, transferred 2.0 full-time positions and 0.73 hourly FTE positions to Administration.

**PROGRAM: CIRCULATION SERVICES**  
**FUND: GENERAL**  
**PROGRAM GROUP: LIBRARY & CULTURAL ARTS**

ACCT NO. 0014015

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$959,084	\$964,619	\$966,128	\$972,167
MAINTENANCE & OPERATIONS	35,616	142,798	140,866	134,715
CAPITAL OUTLAY	2,981	4,770	0	0
GRAND TOTAL	\$997,681	\$1,112,187	\$1,106,994	\$1,106,882
FULL TIME POSITIONS	4.50	4.50	4.50	4.50
HOURLY/FTE POSITIONS	21.40	21.40	21.40	21.40

**WORK PROGRAM:**

Circulation Services maintains Library patrons' accounts and manages the shelving and circulation of all library print materials.

**PROGRAM ACTIVITIES:**

- Issue new and replacement library cards to borrowers and Internet users
- Circulate print, audio/visual materials and equipment
- Track reserved and overdue items; sorts, organizes and shelves all library materials
- Collect fines and fees; reconciles daily money transactions, and oversees collection agency accounts
- Coordinate Carlsbad's participation in county-wide delivery and return of Serra Cooperative member library materials
- Serve as a first point of inquiry and direction for patrons entering the Library
- Enroll visually-impaired patrons in the Braille Institute services; oversees maintenance of Braille audio machines
- Handle phone calls and renewal message lines; manages patron notification

**KEY ACHIEVEMENTS FOR 2011-12:**

- Circulation staff trained on new patron privacy policies and procedures
- Continued ergonomics improvements, most notably with motorized book bins at Dove
- Increased use of volunteers

**KEY GOALS FOR 2012-13:**

- Increase use of self-checkout machines
- Participate in the evaluation and potential procurement of next generation integrated library system

**SIGNIFICANT CHANGES:**

- None

**PROGRAM: REFERENCE SERVICES**  
**FUND: GENERAL**  
**PROGRAM GROUP: LIBRARY & CULTURAL ARTS**

ACCT NO. 0014016

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$1,674,357	\$1,656,545	\$1,705,732	\$1,552,772
MAINTENANCE & OPERATIONS	330,739	604,169	606,756	608,012
CAPITAL OUTLAY	2,983	0	0	0
GRAND TOTAL	\$2,008,079	\$2,260,714	\$2,312,488	\$2,160,784
FULL TIME POSITIONS	10.75	10.75	10.75	10.75
HOURLY/FTE POSITIONS	15.35	15.35	15.35	15.35

**WORK PROGRAM:**

Reference Services staff assists the public with information needs; locates library materials for patrons; provides instruction on resource use; performs research for the public, local business, and government; and provides reader's advisory assistance. Carlsbad History Room staff collects and preserves local history for public research. The Genealogy Division provides reference and instructional assistance to patrons researching their ancestry and has served as liaison to the North San Diego County Genealogical Society since 1968.

**PROGRAM ACTIVITIES:**

- Respond to in-person, telephone, and email reference questions; provide instruction classes and tours; assist the public with access to digital resources; and administer services to homebound patrons
- Manage collection of over 300 magazines, newspapers and related back files; select books and other materials; facilitate book clubs; maintain repository for collecting and preserving Carlsbad historic information and photos
- Genealogy division manages the selection, classification, and organization of a 23,000 volume collection, 9,000 microfilm rolls, 150,000 microfiche, and digital resources and provides instruction and assistance to the public

**KEY ACHIEVEMENTS FOR 2011-12:**

- Actively participated in Library & Cultural Arts Department restructure effort, assisting with development of transition plan for affected operations.
- Cross trained reference technicians on multiple desks for improved flexibility in coverage and scheduling
- Conducted patron workshops on use of Library's eBooks and eAudiobooks on eReaders and mobile devices

**KEY GOALS FOR 2012-13:**

- More consistent operations and procedures through implementation of system-wide reference division
- Increased emphasis on providing the community with e-content and assistance with newer technologies

**SIGNIFICANT CHANGES:**

- Cole Reference Senior Librarian took over responsibility for new system-wide division. Converted one Senior Librarian position to Training Coordinator that moved to the Learning Center; converted one Reference Librarian position to Technology Librarian to better serve patrons' changing technology needs
- As part of department restructure interlibrary loan processes moved to Collections & Technical Services

**PROGRAM:** LITERACY/LEARNING CENTER  
**FUND:** GENERAL  
**PROGRAM GROUP:** LIBRARY & CULTURAL ARTS

**ACCT NO. 0014055**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$451,678	\$478,734	\$475,049	\$360,349
MAINTENANCE & OPERATIONS	411,079	400,575	367,009	323,309
CAPITAL OUTLAY	12,188	1,750	0	0
GRAND TOTAL	\$874,945	\$881,059	\$842,058	\$683,658
<b>FULL TIME POSITIONS</b>	<b>2.75</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>5.40</b>	<b>5.40</b>	<b>5.40</b>	<b>5.40</b>

### WORK PROGRAM:

The Library Learning Center serves as a resource to foster life-long learning through its support of early literacy, family literacy, and adult literacy programs and activities. In addition to serving as a regular library facility, the Learning Center provides two user-focused programs, Bilingual Services and Literacy Services. Bilingual Services offers a welcoming and culturally sensitive environment for Spanish-speaking patrons and non-traditional library users.

### WORKLOAD STATISTICS:

	<u>2008-09</u>	<u>2009-2010</u>	<u>2010-2011</u>
Circulation	16,344	18,192	19,645
Reference questions	7,960	16,909	21,936
Computer users	11,051	12,723	13,005
Program Attendance	7,062	7,166	5,996
Literacy Learners	139	146	141
Literacy volunteer tutors	102	106	107
Literacy volunteer hours donated	11,000	14,165	13,623

### PROGRAM ACTIVITIES:

- Provide access to Spanish language and bilingual Spanish-English print and media collection, bilingual literature-based programs for children, homework assistance, Spanish language computer classes
- Offer learning assistance in reading, writing, comprehension, math, technology and life skills to English-speaking adults and students participating from Carlsbad High School
- Assess new learners to determine literacy needs and recommend curriculum to help meet learning goals
- Manage volunteer tutors' orientation, training, and on-going support in their role of promoting learners' practical application of literacy skills in the home, workplace, and community
- Actively network with community agencies and organizations, and schools, to provide outreach, presentations, information about library services, and the promotion of reading and literature

### KEY ACHIEVEMENTS FOR 2011-12:

- Began pilot partnership with Laubach Literacy to provide ESL instruction

**PROGRAM:** LITERACY/LEARNING CENTER  
**FUND:** GENERAL  
**PROGRAM GROUP:** LIBRARY & CULTURAL ARTS

**PAGE TWO**

**ACCT NO. 0014055**

**KEY GOALS FOR 2012-13:**

- Establish ongoing partnership with Laubach Literacy to provide ESL instruction
- Establish ongoing program of early childhood literacy based on model piloted over past two years
- Implement systemwide staff training and development program through the Learning Center

**SIGNIFICANT CHANGES:**

- One Senior Librarian was converted to Training Coordinator to oversee departmental training, which will be managed through the Learning Center.
- 1.0 full-time position was transferred to other divisions to more accurately reflect workload.

**PROGRAM:** CHILDRENS SERVICES  
**FUND:** GENERAL  
**PROGRAM GROUP:** LIBRARY & CULTURAL ARTS

ACCT NO. 0014035

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$812,922	\$860,091	\$863,371	\$847,842
MAINTENANCE & OPERATIONS	79,568	249,055	250,251	251,344
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$892,490	\$1,109,146	\$1,113,622	\$1,099,186
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	5.65	5.65	5.65	5.65

## WORK PROGRAM:

The Children's Services Divisions support the informational, recreational, literacy and cultural needs of young patrons from infants through teens, as well as their parents, caregivers and teachers. The Divisions also assist parents, teachers and adult students through a variety of resources.

## PROGRAM ACTIVITIES:

- Plan, schedule and conduct educational and recreational year-round programs for youth of all ages which promote the Library as a positive place, encouraging early literacy as well as information and computer literacy
- Introduce youth to literature and promote early family learning through interactive story times, craft programs, puppet shows, reading groups, and special holiday events
- Respond to in-person, email, and telephone reference questions and provide readers' advisory assistance; Provide Internet-accessible computers for research, homework and recreational use
- Provide entertaining and educational social activities and programs for teens encouraging Library use and lifelong learning.
- Work with other youth-related organizations to promote Library services and outreach to the community
- Provide classroom visits, library instruction and tours for children, teens and other youth-related groups
- Offer age-appropriate introductory sessions on Microsoft Word, PowerPoint and other programs students need to achieve computer literacy

## KEY ACHIEVEMENTS FOR 2011-12:

- Rearranged the Georgina Cole Library children's materials collections to increase space allotted to middle school and high school fiction and children's DVDs.

## KEY GOALS FOR 2012-13:

- Improve teen space and seating at Cole and Dove Lane Libraries in conjunction with redesign/recarpeting work.
- Diversify programs for teens to incorporate digital and social media components.

## SIGNIFICANT CHANGES:

- None



**PROGRAM:** COLLECTIONS & TECHNICAL SERVICES  
**FUND:** GENERAL  
**PROGRAM GROUP:** LIBRARY & CULTURAL ARTS ACCT NO. 0014040/1454010-11

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$846,405	\$817,405	\$815,928	\$782,472
MAINTENANCE & OPERATIONS	1,009,385	1,021,607	978,509	978,351
CAPITAL OUTLAY	0	6,586	0	0
GRAND TOTAL	\$1,855,790	\$1,845,598	\$1,794,437	\$1,760,823
FULL TIME POSITIONS	9.00	8.00	8.00	8.00
HOURLY/FTE POSITIONS	3.00	3.00	3.00	2.00
GENERAL FUND	\$1,718,490	\$1,793,456	\$1,794,437	\$1,760,823
SPECIAL REVENUE	137,300	52,142	0	0
TOTAL FUNDING	\$1,855,790	\$1,845,598	\$1,794,437	\$1,760,823

## WORK PROGRAM:

The Collections & Technical Services division coordinates the selection of materials and manages collection development for all library facilities. Staff catalogs and prepares library materials for public use, evaluates new content formats and devises new procedures for handling and cataloging as formats are added.

## WORKLOAD STATISTICS:

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>
Orders placed	1,295	1,273	1,249
New Items received	29,660	29,229	28,452
Donations received	933	1,521	1,673
Items cataloged & processed	34,467	35,092	32,275
Items removed from collection	46,995	41,168	28,367

## PROGRAM ACTIVITIES:

- Catalog newly purchased print and audiovisual materials and electronic resources
- Add new items to the Integrated Library System and deletes information on lost or discarded materials
- Provide physical processing of newly added materials; repairs damaged materials
- Assist with maintenance of the integrated library system, including the catalog interface
- Generate daily, monthly, and annual statistical and system management reports
- Plan for new materials formats to add to collection
- Prepare division and library-wide materials budgets
- Monitor expenditures for division and materials
- Coordinate selection and ordering of print and non-print materials
- Keep collection current by removing outdated and unused materials

## KEY ACHIEVEMENTS FOR 2011-12:

- Successfully engaged in workflow analysis process
- Worked cooperatively across divisions to begin transitioning operations affected by department restructuring
- Implemented downloadable eBook service

**PROGRAM:** COLLECTIONS & TECHNICAL SERVICES **PAGE TWO**  
**FUND:** GENERAL  
**PROGRAM GROUP:** LIBRARY & CULTURAL ARTS ACCT NO. 0014040/1454010-11

**KEY GOALS FOR 2012-13:**

- Implement efficiencies achieved through merging two divisions into Collections & Technical Services Division
- Participate in the evaluation and potential procurement of next generation integrated library system

**SIGNIFICANT CHANGES:**

- Two divisions started transition efforts to create one division, Collections & Technical Services; this change is expected to create efficiencies and streamline operations
- Interlibrary Loan processes moved to Collections and Technical Services from Reference
- A total of 1.0 hourly FTE position was eliminated

**PROGRAM: COMMUNITY RELATIONS**  
**FUND: GENERAL**  
**PROGRAM GROUP: LIBRARY & CULTURAL ARTS**

ACCT NO. 0014060/1454013

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$393,995	\$453,700	\$406,799	\$402,935
MAINTENANCE & OPERATIONS	126,146	234,433	205,092	199,575
CAPITAL OUTLAY	0	1,227	0	0
GRAND TOTAL	\$520,141	\$689,360	\$611,891	\$602,510
<b>FULL TIME POSITIONS</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>3.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>4.05</b>	<b>4.05</b>	<b>4.05</b>	<b>3.74</b>
GENERAL FUND	\$468,769	\$622,986	\$552,891	\$536,890
SPECIAL REVENUE	51,372	66,374	59,000	65,620
TOTAL FUNDING	\$520,141	\$689,360	\$611,891	\$602,510

**WORK PROGRAM:**

The Community Relations Division coordinates marketing and public relations for Library-wide programs and services. This includes overseeing the Library's adult programs, production of library publications, website and social media initiatives. In addition, the division provides a wide range of event management services and related activities in support of programs staged in the Library's Schulman Auditorium and Gowland Meeting Room. Responsibilities include overseeing rental facility operations, facility scheduling and providing technical support for programs. Event services provided include lighting and sound, presentation technology and multi-media support.

**PROGRAM ACTIVITIES:**

- Market and publicize library programs and services; coordinate website communications, e-newsletters and social media initiatives; coordinate year-round wall and display case exhibits for three Library locations
- Plan, execute and evaluate programs including author lectures, play readings, film series, poetry readings and writing workshops and concert series
- Design and layout library flyers, calendars, brochures and forms. Coordinate all in-house and outsourced printing. Coordinate design of electronic materials including e-newsletters, lobby e-bulletins and website banners
- Provide quality support for City and community groups using Schulman Auditorium and Gowland Meeting Room
- Technical and event support for Learning Center and Cole Library programs
- Video and audio production services for Library programs and for community purchase with facility rentals

**KEY ACHIEVEMENTS FOR 2011-12:**

- Converted full-time Graphic Artist position to part-time Technical Assistant position and reallocated work within the division by cross-training staff
- Launched Library Facebook page and grew number of fans to nearly 300. Grew e-newsletter subscribers to more than 6,500 and Twitter followers to more than 600
- Promoted launch of eBooks and helped coordinate public and staff eBook and gadget workshops

**KEY GOALS FOR 2012-13:**

- Launch redesigned and upgraded Library website pages, in conjunction with Communications office.
- Consolidate all departmental printing and design work into Community Relations
- Further streamline number of print materials and increase use of social media

**SIGNIFICANT CHANGES:**

- A total of 0.31 hourly FTE positions were transferred to other divisions to better reflect workload.

**PROGRAM:** CULTURAL ARTS  
**FUND:** GENERAL AND SPECIAL REVENUE FUNDS  
**PROGRAM GROUP:** LIBRARY & CULTURAL ARTS

**ACCT NO.** 0014062-65,67  
 1484010-40/1754010-65

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$607,780	\$630,317	\$607,236	\$525,799
MAINTENANCE & OPERATIONS	291,790	292,083	292,215	272,824
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$899,570	\$922,400	\$899,451	\$798,623
FULL TIME POSITIONS	5.00	5.00	5.00	4.00
HOURLY/FTE POSITIONS	3.25	3.25	3.25	2.83
GENERAL FUND	\$796,491	\$820,432	\$818,491	\$738,123
SPECIAL REVENUE	103,079	272,980	80,960	60,500
TOTAL FUNDING	\$899,570	\$1,093,412	\$899,451	\$798,623

#### WORK PROGRAM:

The Cultural Arts Office plans, promotes and carries out visual and performing arts programs, arts education activities, and other cultural offerings to create a climate that encourages cultural and artistic development and appreciation in Carlsbad and offers educational opportunities for all segments of the community.

#### WORKLOAD STATISTICS:

	2008-09	2009-10	2010-11
Arts Office Events/Attendance	45/80,000	44/80,000	50/75,000
Community Grants Awards/\$\$\$	17/\$25,000	16/\$25,000	18/\$25,000

#### PROGRAM ACTIVITIES:

- Produce nine TGIF Jazz in the Park concerts with accompanying souvenir program
- Offer performing arts programming at the Ruby G. Schulman Auditorium and other Carlsbad locations
- Administer Community Arts Grant program in coordination with Carlsbad Arts Commission
- Utilize volunteers for mailings, performing arts events, gallery programs, and arts education programs
- Work closely with Carlsbad Friends of the Arts on building their leadership and fundraising capacity
- Increase connection to residents through newsletters, website, direct emails and informational brochures
- Present five new exhibitions in the Cannon Art Gallery and coordinate all public art programs
- Offer educational programs for youth and adults, including Family Open Studios, Three-Part-Art, and Art At Jazz
- Offer a variety of summer arts camps, including Creative Arts Camp and Club Pelican (a nature and art camp)

#### KEY ACHIEVEMENTS FOR 2011-2012

- Installed new public art work at the Safety Training Center
- Presented five new visual art exhibitions in the William D. Cannon Art Gallery attracting over 30,000 visitors
- Awarded a total of \$25,000 in Community Arts Grants: seven in the Organizations/Artist Partnerships category and 11 in the Arts Education category, resulting in more than 60 community-based events and projects

#### KEY GOALS FOR 2012-13

- Offer expanded program opportunities related to "Full Deck: A Short History of Skate Art" for youth audiences
- Coordinate public art projects for Fire Station #3 and Alga Norte Community Park
- Develop strategy to increase corporate sponsorship of TGIF Jazz concert series

#### SIGNIFICANT CHANGES:

- Realignment of staffing and services allowed reallocation of funds to fully support TGIF Jazz in the Parks part-time staffing needs. The program will continue at the same level of service with no operating budget increase
- 1.0 full-time position and 0.42 hourly FTE were transferred to other divisions to more accurately reflect workload

**PROGRAM: PARKS & RECREATION**  
**FUND: GENERAL/SPECIAL REVENUE**  
**PROGRAM GROUP: PARKS & RECREATION**

**SUMMARY**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$7,477,330	\$7,550,970	\$7,942,925	\$7,608,524
MAINTENANCE & OPERATIONS	5,985,998	5,654,890	6,627,046	6,580,636
CAPITAL OUTLAY	61,842	81,683	0	0
GRAND TOTAL	\$13,525,170	\$13,287,543	\$14,569,971	\$14,189,160
<b>FULL TIME POSITIONS</b>	<b>72.95</b>	<b>71.95</b>	<b>70.95</b>	<b>68.40</b>
<b>HOURLY/FTE POSITIONS</b>	<b>61.76</b>	<b>61.76</b>	<b>61.76</b>	<b>56.60</b>

**PROGRAM GROUP DESCRIPTION:**

With guidance from the City Council and the Parks & Recreation Commission, as well as assistance from various city departments, the Parks & Recreation Department provides diversified recreation facilities, parks, trails and programs for all ages of the population that lives, works and/or recreates in Carlsbad. The department is responsible for planning future parks sites and trails, the maintenance and operations of parks, Downtown Village landscapes, beach accesses, trails, street trees, medians planters, open space and preserves, as well as the operations of community centers and recreation programs including senior activities, youth and adult sports programs and leagues, special events, camps, preschool combined with a parental education component, instructional classes, teen programs, facility rentals, aquatics, senior nutrition (home meal and congregate services through the Senior Center), and senior transportation programs. The Department also operates several community centers/gymnasiums and two historic sites: Magee Park and Leo Carrillo Ranch Historic Park, and coordinates beach and lagoon preservation activities with the State of California, other resource agencies, special interest groups, and non-profit foundations.

Staff resources support the Parks & Recreation Commission, the Senior Commission, and the Beach Preservation Committee, which act in an advisory capacity to the City Council on matters pertaining to parks, landscapes, street trees, recreation programs, senior activities, related facilities, and beach and lagoon preservation/stewardship activities.

**KEY ACHIEVEMENTS FOR 2011-12:**

- Engaged staff in budget evaluation exercises including forecasting and trend analysis to help identify efficiencies.
- Continued management, design, and development of the Alga Norte Park and Aquatics Center project.
- Completed construction on the second and final phase of the barn restoration and theater project at Leo Carrillo Ranch.
- Participated in Envision Carlsbad (General Plan update)
- Successfully administered the citywide special event/parking management plan process for more than 20 applicants.
- Focused on street tree maintenance in the Downtown Village to address City Council's priority for the area.
- Responded to approximately 600 street tree service requests, and provided storm, or other emergency assistance as necessary.
- Replanted street trees within vacancies created by prior removals, in accordance with the Community Forest Management Plan.
- Administered and oversaw contract for landscape maintenance of approximately 60 acres of median planters. Maintenance included litter control, weed abatement, pruning,
- Shrub/tree replacements and irrigation repairs/adjustments.
- Awarded landscape maintenance contract for parks and school athletic fields.
- Completed naming rights policy and gained Council approval.
- SANDAG's Regional Beach Sand Project: Coordinated efforts with SANDAG and other coastal cities in determining project components as well as providing a 15% financial match contribution to the project.

**PROGRAM:** PARKS & RECREATION  
**FUND:** GENERAL/SPECIAL REVENUE  
**PROGRAM GROUP:** PARKS & RECREATION

**PAGE TWO**

**SUMMARY**

**KEY ACHIEVEMENTS FOR 2011-12 (continued):**

- Buena Vista Lagoon Restoration Plan: The City, in conjunction with the City of Oceanside, the CA Dept. of Fish and Game, and SANDAG have been discussing options and outlining future work tasks that are necessary to allow the completion of the restoration plan EIR/EIS.

**KEY GOALS FOR 2012-13:**

- Research part time staff job duties and responsibilities then make recommendations pertaining to classifications and pay rates within the department.
- Study the concept of outsourcing a private rental operational model at Leo Carrillo Ranch.
- Implement the Lake Calavera Trails Master Plan.
- Update the Citywide Trails Master Plan.
- Prepare a Request for Proposal to determine the operator for the Alga Norte Community Park. If the city is selected as the operator, complete the operating plan for the park.
- Conduct a future needs assessment by performing an analysis of current parks and recreation programs and master planned facilities, to include the growing and changing needs of seniors.
- Implement a Parks and Recreation reorganization based on identified efficiencies.
- Review and evaluate all use agreements related to the operations of the Agua Hedionda Lagoon.

**SIGNIFICANT CHANGES:**

- Eliminated 5.16 hourly FTE positions.
- Added 1.0 full-time position in Special Events due to a transfer of the Special Events division from the Police Department.
- Eliminated 3.5 full-time parks and tree maintenance positions.
- Transferred 0.05 of a full-time position to other departments to better reflect workload.



**PROGRAM:** PARK PLANNING  
**FUND:** & RECREATION MANAGEMENT  
**PROGRAM GROUP:** GENERAL FUND/SPECIAL REVENUE  
 ACCT NO. 0014510 & 0014545  
 1404515/1494502-507

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$1,120,145	\$1,058,976	\$1,223,481	\$1,348,193
MAINTENANCE & OPERATIONS	272,666	260,281	268,736	511,002
CAPITAL OUTLAY	0	11,798	0	0
GRAND TOTAL	\$1,392,811	\$1,331,055	\$1,492,217	\$1,859,195
FULL TIME POSITIONS	9.70	9.70	10.50	11.50
HOURLY/FTE POSITIONS	0.50	3.18	4.44	7.88
GENERAL FUND	\$1,365,878	\$1,302,573	\$1,447,809	\$1,813,876
SPECIAL REVENUE	26,933	28,482	44,408	45,319
TOTAL FUNDING	\$1,392,811	\$1,331,055	\$1,492,217	\$1,859,195

## WORK PROGRAM:

The Park Planning & Recreation Management Division within the Parks & Recreation Department provides administrative support for the city's ongoing recreation programs, park and community center activities, trails, and park development efforts. (The administrative support for the Park Maintenance, Trails, Street Tree Maintenance, and Median Maintenance Divisions are listed in their respective program summaries). The Division also provides staff support to the department commissions, which acts in an advisory capacity to the City Council to ensure that top quality park facilities and recreation programs are developed and sustained for the benefit of those who live, work, and play in the City of Carlsbad.

## PROGRAM ACTIVITIES:

### Parks & Recreation & Senior Commission

This Division provides staff support to facilitate the effectiveness of the Parks & Recreation Commission in its goal to implement the intent of the Parks & Recreation Element of the General Plan and advise the City Council on associated matters.

- Prepare Commission agendas and conduct meetings that address relevant issues, encourage public input, and foster public education on matters of parks and recreation and other associated civic matters.
- Implement and/or process recommendations by the Commission for City Council consideration.
- Provide staff support to committees of the Commission which require more detailed review of issues relating to park development, facilities, recreation programs, senior issues, landscape, street trees, open space, and amenity goals and guidelines.
- Conduct commission workshops to improve the expertise and effectiveness of the commission.

### Administrative Services

- Provide the required administrative support to the Parks & Recreation Department, including a total of 66.35 full-time positions and 55.05 hourly/part-time positions.
- Maintain timely processing of special project requests, citizen concerns, departmental reports, City Council agenda bills, resolutions, and ordinances.
- Keeps the public informed of department programs, services, activities and events through the Community Services Guide, department web site, email marketing, social media, videos, printed materials and news releases.
- Manage the CLASS database system that facilitates the department's reservation and enrollment accounting services.
- Assist with administration for Parks, Trails, the new special events permitting process and Lagoon/open space management.

<b>PROGRAM:</b>	<b>PARK PLANNING &amp; RECREATION MANAGEMENT</b>	<b>PAGE TWO</b>
<b>FUND:</b>	<b>GENERAL FUND/SPECIAL REVENUE</b>	
<b>PROGRAM GROUP:</b>	<b>PARKS &amp; RECREATION</b>	<b>ACCT NO. 0014510 &amp; 0014545 1404515/1494502-507</b>

**PROGRAM ACTIVITIES (continued):**

- Centralized contract agreement processing and monitoring for the Parks & Recreation Department.
- Prepare and monitor departmental and individual goals and budget administration for expenditures and revenue generation.
- Recommend and process personnel issues, provide ongoing support to management, general, and part-time employees, volunteers, and implement the services of contractual employees.
- Implement and maintain the strategic planning process for the Parks & Recreation Department.
- Facilitate a customer service training and orientation program for all new department employees.

Park Acquisition, Planning, and/or Development

Ensure adequate park acquisition, development, and rehabilitation in order to comply with the Parks & Recreation Element of the General Plan and to meet the park performance standards of the Growth Management Plan. Provide for current and future community needs by addressing changing recreation trends.

- Monitor and implement existing park agreements.
- Develop, coordinate and monitor the Capital Improvement Program (CIP) budget submittals for current and future park development projects.
- Provide staff liaison and support for the operations of the municipal golf course.
- Provide client department support during construction of the Alga Norte Park and Aquatics Center. Process the actions required to create a Citywide Trail System (land acquisition, maintenance system, development, volunteers, etc.).
- Provide in-house design and coordination of various park improvements and provide assistance to other departments on design issues.

Recreation Programs

Manage the implementation, performance, and adequacies of recreation programs.

- Provide a wide variety of recreation programs and special events for all segments of the population who live, work, and/or play in Carlsbad.
- Monitor and evaluate the effectiveness of recreational programs through the use of participant surveys.
- Design, produce, and distribute the Community Services Guide three times per year, a summer camps booklet and quality marketing pieces to educate the public about the many programs and services available.
- Continually evaluate and implement best value practices for recreation programs and facility rentals in an effort to sustain a fiscally responsible budget.

**SIGNIFICANT CHANGES:**

- Added 1.0 full-time position due to a transfer of the Special Events division from the Police Department.
- Transferred 3.44 hourly FTE positions from other divisions to more accurately reflect workload.

**PROGRAM: RECREATION - FEE SUPPORTED**  
**FUND: GENERAL**  
**PROGRAM GROUP: PARKS & RECREATION**

**ACCT NO. 0014522-28**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$924,047	\$964,939	\$981,323	\$923,991
MAINTENANCE & OPERATIONS	917,428	964,956	1,322,236	1,117,042
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,841,475	\$1,929,895	\$2,303,559	\$2,041,033
FULL TIME POSITIONS	5.90	5.65	4.95	4.80
HOURLY/FTE POSITIONS	19.35	18.49	16.83	13.24

## WORK PROGRAM:

The Recreation Fee Supported Division provides comprehensive opportunities for meeting the recreational and social needs and interests of the community by providing fee supported programs for all segments of the population, including those that live, work, and/or play in Carlsbad. The Parks and Recreation Department works with the community to improve the quality of life through its people, parks, and programs. The division creates a sense of community through the value it places on people, the diversity of its facilities, parks and trails, as well as programs and services that help to sustain a viable and healthy community.

## PROGRAM ACTIVITIES:

The fee supported division provides year-round recreational programs for all ages, preschool to seniors, including program design, planning, implementation, and evaluation. Recreation programs include enrichment classes, youth and adult sports, special events, youth day camps, preschool and teen programs. Some of the activities performed by the division include the following:

- Review proposals and negotiate contracts with instructors, officials, and scorekeepers.
- Schedule facilities for programs.
- Prepare and distribute marketing materials.
- Promote open dialog with the community and respond to their needs.
- Offer 24/7 online services which include field condition updates, league standings, and registration opportunities.
- Evaluate programs, conduct surveys and analyze data on an ongoing basis.
- Monitor and analyze revenue and expenditure reports on an ongoing basis.
- Conduct routine fee market studies.
- Recruit, train, and reward volunteers.
- Recruit program sponsors.
- Provide scholarships for Carlsbad resident youth.
- Promote health and wellness opportunities through special community events and enrichment programs to help position the department as a health and wellness resource for the community.
- Research and implement innovative, efficient and cost effective program opportunities.
- Present participant awards to the Parks & Recreation Commission.
- Partner with school districts for youth and teen programming.

**PROGRAM:** RECREATION - FEE SUPPORTED  
**FUND:** GENERAL  
**PROGRAM GROUP:** PARKS & RECREATION

**PAGE TWO**

ACCT NO. 0014522-28

### KEY ACHIEVEMENTS FOR 2011-12:

- Planned, organized, and implemented seven highly successful and well attended community special events.
- Assisted with two city sponsored events: "Halloween on Elm," and "Experience the World in the Village."
- Worked with SANDAG and iCommute to plan, promote and implement a Bike to Work Day event to celebrate Bike to Work Month (May), and to highlight bicycling as an alternative mode of transportation.
- Offered select "Try it for Free" instructional classes to provide an opportunity for the community to sample a variety of available instructional classes.
- Partnered with the department's contract tennis instructors to offer a free "tennis open house" at the Poinsettia Park tennis complex.
  - Worked with parents and volunteers to expand youth basketball opportunities to better serve community needs.
  - Worked with parents and volunteers to expand youth basketball program for skilled recreational players.
  - The Leadership in Training & Education program (L.I.T.E.) attendance continues to increase and as a result staff was able to repurpose the Holiday House to accommodate the increase in demand. Staff is currently serving 43 teens; 13 at Holiday House and 30 at Pine Avenue Park. Each location offers identical program outlines and structures. This program allows the youth of Carlsbad to participate in an activity that offers homework help, leadership opportunities, community service, and social development.

### Workload Measures

Category	Actuals 2009-10	Actuals 2010-11	Estimated 2011-12	Projected 2012-13
<b>Community volunteers for all Recreation programs</b>				
Volunteers	1,700	1,700	1,710	1,710
Hours	18,000	18,000	18,100	18,200

PROGRAM:  
FUND:  
PROGRAM GROUP:

RECREATION - FEE SUPPORTED  
GENERAL  
PARKS & RECREATION

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ACCT NO. 0014522-28

Category	Actuals 2009-10	Actuals 2010-11	Estimated 2011-12	Projected 2012-13
<b>Enrichment Contract Classes by Sessions</b>				
Number of Sessions	1,119	1,110	1,110	1,400
Enrolled	12,198	11,800	12,000	11,300
Revenue	\$621,460	\$572,000	\$622,000	\$528,000
<b>Enrichment Contract Camps</b>				
Camps	69	63	80	88
Participants	1,341	1,275	1,300	1,350
Revenue	\$182,320	\$180,000	\$183,000	\$182,000
<b>Sports Contract Camps</b>				
Camps	30	30	30	34
Participants	800	800	820	900
Revenue	\$70,000	\$70,000	\$75,000	\$73,000
<b>Recreation Camps</b>				
Camps	42	37	43	43
Participants	824	851	950	950
Revenue	\$144,260	\$117,400	\$133,000	\$140,000
<b>Pre-School</b>				
Classes	175	175	175	175
Participants	1,620	1,800	1,800	1,750
Revenue	\$174,840	\$195,000	\$185,000	\$185,000
<b>Youth Sports</b>				
Teams	74	74	74	74
Participants	1,200	1,200	1,200	1,200
Spectators	16,000	16,000	16,500	16,000
Revenue	\$46,000	\$46,000	\$48,000	\$47,000
<b>Adult Sports</b>				
Teams	336	336	337	330
Participants	5,400	5,400	5,450	5,200
Spectators	31,000	31,000	31,500	30,900
Revenue	\$135,000	\$139,500	\$138,000	\$135,000



**PROGRAM:** RECREATION - FEE SUPPORTED  
**FUND:** GENERAL  
**PROGRAM GROUP:** PARKS & RECREATION

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ACCT NO. 0014522-28

Category	Actuals 2009-10	Actuals 2010-11	Estimated 2011-12	Projected 2012-13
<b>Triathlon</b>				
Participants	1,000	1,000	1,369	1,250
Spectators	4,000	4,000	6,000	6,000
Volunteers			230	230
Revenue	\$105,000	\$117,125	\$128,150	\$131,250
<b>Special Events</b>				
Events	9	8	7	7
Participants	10,700	12,000	9,000	10,000
Volunteers	284	300	315	315
Revenue	\$20,000	\$25,000	\$26,480	\$23,500

Category	Actuals 2009-10	Actuals 2010-11	Estimated 2011-12	Projected 2012-13
<b>Teens - LITE</b>				
Weeks	32	32	32	32
Participants	20	20	30	40
Revenue	\$1,540	\$3,000	\$2,000	\$2,000
<b>Teens in Action</b>				
Participants	2,100	2,100	2,100	3,000
Site Visits at the schools	45	45	34	57
Revenue	\$0	\$0	\$0	\$0

### KEY GOALS FOR 2012-13:

Carlsbad is a city that provides exceptional top quality services on a daily basis by proactively listening, engaging and responding to our citizens:

- Utilize a customer-focused website design and layout to improve customer service through improved navigation, prominence on the home page, and social networking components (i.e. "forward to a friend" feature, Facebook, blog postings, etc.) in order to better promote 24/7 access to program information, registration and facility rental availability.
- Emphasis on studying trends and providing targeted enrichment programming specifically geared to the next generation of participants.
- Bike to Work Month activities to be expanded to include the Bike to Work Corporate Challenge; a program that encourages employees to bike to work and record their miles for prizes and other incentives.
- Continue to offer "Try it for Free" classes to market the department's class offerings, stimulate interest, and increase enrollment and revenue.
- Implement "First Friday" programming, providing an opportunity for kids to spend Friday night participating in a fun event at a community center, while parents are out enjoying an evening on the town.

### SIGNIFICANT CHANGES:

- Decrease of 3.59 hourly FTE positions eliminated or reallocated to other divisions to better reflect workload.
- Transferred 0.15 full-time positions to other departments to better reflect workload.



**PROGRAM:** RECREATION - AQUATICS  
**FUND:** GENERAL  
**PROGRAM GROUP:** RECREATION

ACCT NO. 0014520

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$415,068	\$428,742	\$451,943	\$431,364
MAINTENANCE & OPERATIONS	170,749	206,019	171,868	175,103
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$585,817	\$634,761	\$623,811	\$606,467
<b>FULL TIME POSITIONS</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>
<b>HOURLY/FTE POSITIONS</b>	<b>7.42</b>	<b>7.42</b>	<b>7.42</b>	<b>7.26</b>

## WORK PROGRAM:

The Aquatics program provides for the operation of an attractive and safe community pool, which offers comprehensive instruction and training, competition, and recreational swimming to all segments of the population who live in, work in, or visit Carlsbad.

## PROGRAM ACTIVITIES:

### Lessons/Training

Provide instruction in general aquatic, swimming, and diving skills for all ages and abilities. These programs provide the foundation on which all other aquatic programs build. Provide education and training to the general public and City employees in first aid, CPR, AED, and water rescue skills; serve as a North County certification/training site for men and women wishing to qualify for employment at public swimming pools by offering such courses as the Lifeguard Academy, Water Safety Instructor and Lifeguard Training Instructor.

### Fun and Fitness

Provide opportunities for recreational, fitness, and lap swimming, which assist participants in maintaining physical fitness and health. Also provides family-oriented aquatic special events.

### Competitive Aquatic Programs

Provide opportunities for competitive swim instruction and coached workouts for youth and adults as a contract service or through rentals; coordinate and schedule school and age group club use of the pool for physical education, boys and girls swim teams and water polo teams. These programs also assist participants to maintain physical fitness and health as well as providing a source of social interaction and community pride.

### Aqua Hedionda Lagoon Permits

Verify and monitor Hold Harmless Agreement and DMV registration. Issue annual lagoon use permits. Enter data and updates database for the Police Department for enforcement. Coordinate with the Police Department to publish and distribute information regarding use, rules, and regulation of the lagoon. Coordinate with launching entities and maintain lagoon use data. As of fall 2005, the Lagoon Permit staff took over responsibility of measuring boats to determine compliance with length limits.

**PROGRAM:** RECREATION-AQUATICS  
**FUND:** GENERAL  
**PROGRAM GROUP:** RECREATION

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ACCT NO. 0014520

**WORKLOAD STATISTICS:**

Category	Actuals 2009-10	Actuals 2010-11	Estimated 2011-12	Projected 2012-13
<b>Instructional Lessons</b>				
Lane/Hours	1,870	2,252	2,250	2,250
Classes Conducted	370	565	565	575
Registered Resident	2,230	2,011	2,000	2,000
Registered Non-Resident	100	183	180	180
Revenue	\$71,000	\$94,000	\$94,000	\$94,000
<b>Recreation and Lap Swim</b>				
Lane/Hours	18,700	18,850	18,800	18,800
Daily Admissions: Youth	6,640	6,675	6,670	6,670
Daily Admissions: Adult	8,500	8,485	8,480	8,480
Season Pass Admissions	17,900	17,825	17,800	17,800
Revenue	\$76,000	\$72,000	\$71,500	\$71,500
<b>Carlsbad Swim Masters</b>				
Lane/Hours	3,000	3,370	3,300	3,300
Participation	7,000	6,945	6,900	6,900
Revenue	\$30,000	\$28,430	\$28,000	\$28,000
<b>Carlsbad High School Teams/PE</b>				
Lane/Hours	5,300	5,560	5,550	5,500
Participation	\$13,000	13,260	13,250	13,250
Revenue	\$54,000	\$55,300	\$55,200	\$55,200
<b>North Coast Aquatics</b>				
Lane/Hours	2,850	2,980	2,990	2,990
Participation	10,000	9,670	10,100	10,100
Revenue	\$32,250	\$35,400	\$35,800	\$35,800

**PROGRAM:**  
**FUND:**  
**PROGRAM GROUP:**

**RECREATION-AQUATICS**  
**GENERAL**  
**RECREATION**

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ACCT NO. 0014520

Category	Actuals 2009-10	Actuals 2010-11	Estimated 2011-12	Projected 2012-13
<b>Carlsbad Boys Water Polo</b>				
Lane/Hours	1,900	1,420	1,400	1,400
Participation	3,600	3,050	3,000	3,000
Revenue	\$21,250	\$15,800	\$15,750	\$15,750
<b>Carlsbad Girls Water Polo</b>				
Lane/Hours	600	1,080	1,000	1,000
Participation	1,300	1,875	1,870	1,875
Revenue	\$7,750	\$11,440	\$11,250	\$11,250
<b>Dive San Diego</b>				
Lane/Hours	615	560	560	550
Participation	1,285	850	850	840
Revenue	\$8,500	\$8,280	\$8,200	8,200
<b>Lagoon Permits</b>				
Annual Permits	450	575	570	550
Daily Permits	160	335	330	330
CA Water Sports Launches	400	410	300	300
Revenue	\$27,000	\$32,100	\$32,000	\$32,000

#### **KEY ACHIEVEMENTS FOR 2011-12:**

- Coordinated with the Carlsbad Unified School District to accommodate the renovation of the CHS campus.
- Provided accurate financial and operations information to decision makers about the Monroe Street Pool and the proposed Alga Norte Park Aquatics Center.
- Maintained revenue while reducing costs.

#### **KEY GOALS FOR 2012-13:**

- Provide an accessible balanced aquatic program in a safe facility to the community on a year-round basis.
- Find new ways to increase revenue and be more efficient.
- Continue to research and analyze the most efficient operations/management plan for the Monroe Street Pool and Alga Norte Aquatics Center.

#### **SIGNIFICANT CHANGES:**

- Reallocated 0.16 hourly FTE positions to other divisions to better reflect workload.

**PROGRAM:**  
**FUND:**  
**DEPARTMENT:**

**RECREATION - OPERATIONS**  
**GENERAL**  
**PARKS & RECREATION**

ACCT. NO. 0014540-44/0014546

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$980,783	\$1,011,309	\$1,067,847	\$937,181
MAINTENANCE & OPERATIONS	346,583	231,365	238,790	236,984
CAPITAL OUTLAY	13,246	1,800	0	0
GRAND TOTAL	\$1,340,612	\$1,244,474	\$1,306,637	\$1,174,165
<b>FULL TIME POSITIONS</b>	<b>9.30</b>	<b>8.75</b>	<b>8.65</b>	<b>8.60</b>
<b>HOURLY/FTE POSITIONS</b>	<b>15.34</b>	<b>14.95</b>	<b>15.30</b>	<b>10.61</b>

**WORK PROGRAM:**

This division provides operational support for the recreation division, including the operation of historic parks, three community centers and two gymnasiums, park rentals and several city facilities used by the general public for recreational use and meetings.

**PROGRAM ACTIVITIES:**

Information and Enrollment Services

Staff provides information and registration services to the public on Recreation Division programs and facilities.

- Enroll participants via phone, mail, online, and in-person for classes, special events, and sports leagues.
- Collect and account for program revenue.
- Provide ongoing information and referral to the community by increasing marketing through social media and networking strategies.

Facilities Operation

Staff coordinates public use of recreational facilities.

- Process applications and issue permits for use of meeting rooms, picnic areas, athletic fields, gymnasiums, and tennis courts.
- Staff coordinates classes, meetings, dedications, and other functions at community centers and other city facilities.
- Attendants address customer service issues. Staff provides general clean-up and associated maintenance at facilities and parks.
- Staff is dedicated to providing excellent customer service and promoting "good sportsmanship" during all programs and events.
- Staff continues to maximize facility rental opportunities by monitoring rental demands to improve the availability, quality and condition of rental facilities and picnic areas.
- Facility rentals continue to increase based on improved amenities, value, and outstanding customer service.
- Provide field and facility assistance and scheduling for resident non-profit sports organizations.
- Promote efficient use of scheduling of athletic facilities to allow for maximum rental opportunities and revenue generation.

Supervision

Supervisory staff coordinates operations of the community centers/gymnasiums, historic parks and facilities.

- Staff recruitment and development.
- Provides staff training.
- Serves as liaison to various community organizations and city-wide committees.
- Responds to customers' concerns and requests.
- Service delivery continues to improve through the use of comprehensive training programs and the development of operational manuals.

PROGRAM:  
FUND:  
DEPARTMENT:

RECREATION - OPERATIONS  
GENERAL  
PARKS & RECREATION

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ACCT. NO. 0014540-44/0014546

**WORKLOAD STATISTICS:**

Category	Actuals 2009-10	Actuals 2010-11	Estimated 2011-12	Projected 2012-13
<b>Stagecoach Community Center &amp; Park</b>				
Reservations Processed	1,450	1,450	1,450	1,400
Facility Users	400,000	400,000	400,000	400,000
Revenue	\$77,600	\$77,700	\$71,000	\$76,000
<b>Calavera Hills Community Center &amp; Park</b>				
Reservations Processed	875	865	865	900
Facility Users	300,000	300,000	300,000	302,000
Revenue	\$50,500	\$53,000	\$52,000	50,000
<b>Harding Community Center</b>				
Reservations Processed	3,900	4,128	3,700	3,700
Facility Users	178,000	129,400	120,000	120,000
Revenue	\$181,600	\$169,000	\$148,000	\$148,000
<b>Aviara &amp; Poinsettia Parks</b>				
Reservations Processed	525	525	505	525
Facility Users	485,000	485,000	466,520	466,520
Revenue	\$81,600	\$85,000	\$87,300	\$88,350
<b>Leo Carrillo Ranch</b>				
Reservations Processed	45	45	42	45
Facility Users	105,000	105,000	105,000	105,000
Revenue	\$73,700	\$84,000	\$ 93,980	\$109,030

Category	Actuals 2009-10	Actuals 2010-11	Estimated 2011-12	Projected 2012-13
<b>All Sites</b>				
Reservations Processed	6,795	7,013	6,562	6,520
Facility Users	1,468,000	1,419,400	1,391,520	1,391,520
Revenue	465,000	468,700	452,280	\$465,290

**PROGRAM:**  
**FUND:**  
**DEPARTMENT:**

**RECREATION - OPERATIONS**  
**GENERAL**  
**PARKS & RECREATION**

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ACCT. NO. 0014540-44/0014546

### **KEY ACHIEVEMENTS FOR 2011-12**

- Calavera and Stagecoach Community Centers each hosted three very popular Jazz in the Parks events; with thousands of people attending each concert.
- Grand opening of the barn theater and visitor center at Leo Carrillo Ranch Historic Park.
- Installed new interpretive exhibit inside barn highlighting Leo Carrillo's career on stage, in movies, and on television.

### **KEY GOALS FOR 2012-13:**

- Revise and restructure the California history and art program for 4<sup>th</sup> grade students at Leo Carrillo Ranch Historic Park to meet the changing needs of students, including new hands on learning activities.
- Research, inventory and accession 1000+ pieces of artifacts and memorabilia donated by the Friends of Carrillo Ranch
- Establish a marketing plan to promote facility and picnic rentals, using social networking such as Facebook, Twitter, and Constant Contact email blasts.

### **SIGNIFICANT CHANGES:**

- Decrease 2.0 hourly FTE positions. Internal efficiencies were identified and the positions will not be needed going forward.
- Transferred 2.69 hourly FTE positions to other divisions to better reflect workload.
- Transferred 0.05 full-time positions to other departments to more accurately reflect workload.



**PROGRAM:** SENIOR PROGRAMS  
**FUND:** GENERAL/SPECIAL REVENUE  
**PROGRAM GROUP:** PARKS & RECREATION ACCT NO. 0014570-73,143XXXX

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$411,663	\$386,869	\$402,557	\$410,007
MAINTENANCE & OPERATIONS	513,298	460,718	579,982	557,760
CAPITAL OUTLAY	14,212	4,033	0	0
GRAND TOTAL	\$939,173	\$851,620	\$982,539	\$967,767
FULL TIME POSITIONS	2.80	2.60	2.60	2.80
HOURLY/FTE POSITIONS	7.93	6.50	6.50	6.50
GENERAL FUND	\$916,078	\$820,647	\$947,549	\$929,777
SPECIAL REVENUE	23,095	30,973	34,990	37,990
TOTAL FUNDING	\$939,173	\$851,620	\$982,539	\$967,767

## WORK PROGRAM:

To provide a broad range of services and activities designed to foster independence, health and wellness and provide opportunities for lifelong learning, fun and socialization for older adults in the Carlsbad area.

## PROGRAM ACTIVITIES:

### Education/Learning

- Arrange for classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population. Provide seminars on health and wellness, topics of interest, latest technology, personal safety, etc.
- Provide ongoing information and referral to community resources.
- Provide ongoing classes in computer use and software programs (i.e., e-mail, Internet, Excel, Word, digital photography, etc.).
- Continue computer lab with open hours for seniors to drop in and receive technical advice.

### Recreation

- Offer classes, special events, and activities of particular interest to the mature adult that promotes social interaction.
- Continue the development of programs/groups that appeal to people with similar interests (i.e., Ping pong, PC Users Groups, Writers Groups, Discussion Groups, etc.).
- Provide programming in the evenings and on weekends to attract the rising baby-boomer population.
- Provide opportunities for multiple generations to participate.

### Personalized Assistance

Coordinate the provision of professional services necessary to maintain independent lifestyles.

- Offer tax assistance to over 500 seniors.
- Arrange for free legal advice for over 200 seniors.
- Arrange for assistance with health insurance counselors.

### Health Services

Arrange for screenings, services, classes, and lectures that promote healthy living.

- Weekly blood pressure checks, glucose and diabetes testing, and cholesterol testing.
- Flu shots.
- Provide a minimum of four "special" health screenings, (i.e., skin cancer, hearing, podiatry, eye, etc.).
- Continue offering programs and classes that promote physical and mental well-being.
- Added "meet the Nurse" program where seniors can come and discuss health issues of concern at no cost.

**PROGRAM:**

**SENIOR PROGRAMS**

**PAGE TWO**

**FUND:**

**GENERAL/SPECIAL REVENUE**

**PROGRAM GROUP:**

**PARKS & RECREATION**

**ACCT NO. 0014570-73,143XXXX**

Senior Grants

- Provide a minimum of 28,000 nutritious lunches.
- Provide a minimum of 10,000 delivered meals to the homes of Carlsbad's frail seniors.
- Provide over 7,000 rides to seniors who have limited means of getting to the Senior Center, shopping, medical visits, and other necessary appointments.
- Provide nutrition education and special events focused on lunchtime activities.

Administration

Coordinate all operations of the Senior Center: staffing, volunteer recruitment, facility rentals, and grants management.

- After-hours facility rentals.
- Staff scheduling and budget management.
- Volunteer recruitment and training.
- Senior Commission.

Senior Center Operations

- Over 30,000 seniors visit the Senior Center on an annual basis, and participate in activities including the Nutrition Program. The facility provides an opportunity for lifelong learning, a safe place to gather, and promotes a healthy lifestyle.

Transportation

- The transportation program provides an open door to the community servicing over 7,000 trips for Carlsbad seniors who have no other means of transportation. The program allows seniors to attend medical, dental and necessary appointments. An average of 15 participants is picked up daily to participate in the Nutrition Program.

Congregate

- The senior population participating in the Nutrition Program exceeds 28,000 lunches annually. A hot, nutritiously balanced meal is provided along with socialization, music, and fun! Meals are served Monday through Friday except holidays. An average of 105 older adults participates daily.
- Continue to bring new and innovative menu items, party themes, and entertainment each month.
- Continue to bundle activities with lunch and transportation to encourage participation (i.e., Lunch & a Movie).

Home Meal

- The Home Meal Program provides approximately 11,000 hot lunches to homebound seniors throughout Carlsbad. Over 30 volunteer drivers provide the transportation to get these meals delivered.
- Increase Home Meal participation by networking with senior/social health workers and faith based organizations.

Fee Supported

- Enrichment classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population. These classes are all to be made into contract classes as of 9/12.
- Continue to grow attendance in the Fitness Room through target marketing and additional hours.
- Continue to explore a variety of contract programs to compliment the Senior Center facilities and attract older adults.
- Continue to offer day trips to provide both cultural and social opportunities for older adults via an outside contract.

PROGRAM:

SENIOR PROGRAMS

PAGE THREE

FUND:

GENERAL/SPECIAL REVENUE

PROGRAM GROUP:

PARKS &amp; RECREATION

ACCT NO. 0014570-73,143XXXX

Category	Actuals 2009-10	Actuals 2010-11	Estimated 2011-12	Projected 2012-13
<b>Transportation</b>				
Serving Days	250	250	250	250
Total Trips	7,033	6198	3257	5400
Total Trips per day	28	24	13	21
Revenue (grant + donations)	\$34,846	\$34,846	20679	31500
<b>Congregate</b>				
Serving Days	250	250	250	250
Meals Served	27,188	26,657	25056	25200
Meals per day	108.80	106.6	100.2	100.8
Revenue (grant + donations)	\$166,304	\$ 171,501	170938	171857
Volunteer Hours	6,761	6313	5196	5200
Volunteer hours per day	27.1	25.3	20.8	20.8
<b>Home Meals</b>				
Serving Days	250	250	250	250
Meals Delivered	9,142	9,142	10539	11700
Meals Delivered per day	37	32	42.2	46.8
Revenue (grant + donations)	\$45,571	\$35,904	62424	68000
Volunteer Hours	2,092	1776	2307	2300
Volunteer hours per day	8.4	7.1	9.2	9.2

Category	Actuals 2009-10	Actuals 2010-11	Estimated 2011 - 12	Projected 2012 - 13
<b>Rental Facilities</b>				
Facility Bookings	658	1342	800	800
Facility Users	23,656	31,822	20,000	22,000
Revenue	\$86,601	\$86,601	\$80,000	\$82,000

Category	Actuals 2009-10	Actuals 2010-11	Estimated 2011-12	Projected 2012 - 13
<b>Day Trips Offered</b>	28	3	100 +	100+
Participants	980	158	50	70
Revenue	\$83,872	\$11,797	\$1,000	\$1,500*

Note: \* This revenue estimate is based on a contract service, and if participants do not say they were referred from the Carlsbad Senior Center, the center receives no commission.

**PROGRAM:** SENIOR PROGRAMS  
**FUND:** GENERAL/SPECIAL REVENUE  
**PROGRAM GROUP:** PARKS & RECREATION

**PAGE FOUR**

ACCT NO. 0014570-73,143XXXX

Category	Actuals 2009-10	Actuals 2010-11	Estimated 2011-12	Projected 2012-13
Enrichment Classes	92	80	90	100
Participants	310	287	516	600
Revenue	\$13,929	13,149	\$20,000	\$22,000

### **KEY ACHIEVEMENTS FOR 2011 – 12**

- Continued to provide quality Baby Boomer programming.
- Reorganize and streamline Senior Center Operation.
- Partnering with the Library to provide classes and programs.
- Improved marketing of senior programs has led to increased participation in many areas.

### **KEY GOALS FOR 2012-13**

- All classes to be enrichment classes taught by contract instructors.
- Analyze the transportation service to increase ridership.
- Continue analyzing the changing needs of those 50+ in our community
- Conduct a future needs assessment by performing an analysis of current parks and recreation programs and master planned facilities, to include the growing and changing needs of seniors.

### **SIGNIFICANT CHANGES:**

Transferred 0.20 full-time positions from other departments to more accurately reflect workload.

**PROGRAM: PARK MAINTENANCE**  
**FUND: GENERAL**  
**PROGRAM GROUP: PARKS & RECREATION**

ACCT NO. 0014610, 0014630-35

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$2,806,172	\$2,848,612	\$2,939,650	\$2,654,879
MAINTENANCE & OPERATIONS	3,038,433	2,572,536	3,100,200	3,029,829
CAPITAL OUTLAY	30,910	64,052	0	0
GRAND TOTAL	\$5,875,515	\$5,485,200	\$6,039,850	\$5,684,708
FULL TIME POSITIONS	34.95	34.95	33.95	30.35
HOURLY/FTE POSITIONS	8.51	8.51	8.56	8.51

**WORK PROGRAM:**

- Maintain, refurbish, and enhance approximately 350 acres, including 254 acres of parks, 44 acres of civic landscapes, 34 acres of school athletic fields, and 18 acres of Downtown Village streetscapes, beach accesses, and community improvements. Provide an array of program activities to the city's Recreation Division, other city departments, and a variety of community groups. Manage approximately 785 acres of habitat preserves, open space, and undeveloped lands. Interface with the State of California, other resource agencies, special interest groups, and non-profit foundations on beach and lagoon preservation activities.

**PERFORMANCE MEASUREMENTS:**

- Service Delivery  
Benchmark  
Ninety percent (90%) of ratings are at or above 7 on a 10-point scale.  
Result  
Ninety-seven percent (97%) of ratings were at or above 7 on a 10-point scale.
- Maintenance Costs  
Goal  
Provide aesthetically appealing, well-maintained parks and high profile planter areas, while demonstrating sound fiscal responsibility.  
Result  
The annual park maintenance cost per acre is \$14,095.
- Customer Service and Satisfaction  
Benchmark  
Ninety percent (90%) of respondents rate park maintenance as good or excellent on the City of Carlsbad public opinion survey.  
Result  
Ninety-six percent (96%) of respondents rated park maintenance as good to excellent on the City of Carlsbad public opinion survey.

**PROGRAM ACTIVITIES:**

Turf and Landscape Maintenance

- Direct management of turf, irrigation, and landscaping. Duties include mowing, fertilization, renovation, re-planting, trimming, pesticide application, raking leaves/debris, synthetic turf sweeping, planter weeding, soil cultivation, edging, aerating, re-seeding, rodent control, irrigation programming and repair, equipment maintenance, and contract administration/inspection for these services at designated parks, civic landscapes, school athletic fields, beach accesses, and community improvements.

**PROGRAM:** PARK MAINTENANCE  
**FUND:** GENERAL  
**PROGRAM GROUP:** PARKS & RECREATION

**PAGE TWO**

ACCT NO. 0014610, 0014630-35

## **PROGRAM ACTIVITIES (continued):**

### Restroom Maintenance/Litter Control/Picnic Area Services

- Inspect, maintain, clean, paint, and repair both permanent and temporary restroom facilities. Restocking supplies, addressing graffiti/vandalism, and repairing plumbing components/fixtures, comprise other related duties. Also associated with this activity are litter control, trash removal, and picnic area servicing. All parks, civic landscapes, school athletic fields, Downtown Village streetscapes, and beach accesses are cleaned several times per week.

### Court/Field/Tot Lot Maintenance

- Maintain tennis courts, basketball courts, soccer fields, and softball/baseball fields. All athletic courts are cleaned/inspected on a weekly basis. Duties involve sweeping or blowing surfaces, fence inspections/repairs, and paving inspections. In addition, this activity involves weekly maintenance of all park tot lots. Tot lot maintenance includes sand raking/leveling, sand rototilling, play equipment inspection and repair, and the requisite documentation of such actions.

### Irrigation Maintenance

- Maintain irrigation systems of all parks, civic landscapes, school athletic fields, Downtown Village streetscapes, and beach accesses. This includes programming over 100 different controllers. Duties include replacement, repair, trouble shooting, and data entry/programming using the centralized irrigation system.

### Miscellaneous Maintenance/Repair and Special Request Response

- These activities include repair and upgrading park structures, facilities, sports field lighting, play equipment, and fencing, and the installation of bleachers, drinking fountains, soccer goals, trash enclosures, and concrete work. Additional activities include special projects and requests from the Recreation, Cultural Arts, and Housing and Neighborhood Services staff, and the Community Garden Committee.

### Open Space Management

- Provide oversight of preservation and management activities, and administer supplemental monitoring of approximately 795 acres of habitat preserves, open space, and undeveloped lands. Duties include trash removal, dumping clean-ups, weed abatement, forest management, routine security patrols, regulatory review, enforcement and compliance, habitat protection and restoration, biological studies, and resource agency reporting.

### Tree Inspection/Pruning

- Perform proactive inspection/pruning of all trees on a four year cycle, and perform supplemental proactive inspection/pruning of selective species of trees on a two year cycle, within all parks, civic landscapes, school athletic fields, Downtown Village parking lots, beach accesses, and community improvements. These actions thereby better ensure the appropriate canopy weights/structures of the trees.

## **SIGNIFICANT CHANGES:**

- Eliminated 3.5 full-time positions due to changes in maintenance and operations schedules and service delivery methods.
- Transferred 0.10 full-time positions to other departments to better reflect workload.
- Eliminated .05 hourly FTE positions.



**PROGRAM:** TRAILS  
**FUND:** GENERAL  
**PROGRAM GROUP:** PARKS & RECREATION

ACCT NO. 0014620

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$185,717	\$203,999	\$209,936	\$209,515
MAINTENANCE & OPERATIONS	111,451	142,073	141,078	137,500
CAPITAL OUTLAY	694	0	0	0
GRAND TOTAL	\$297,862	\$346,072	\$351,014	\$347,015
<b>FULL TIME POSITIONS</b>	<b>1.90</b>	<b>1.90</b>	<b>1.90</b>	<b>1.90</b>
<b>HOURLY/FTE POSITIONS</b>	<b>1.16</b>	<b>1.16</b>	<b>1.16</b>	<b>1.05</b>

## WORK PROGRAM:

- Assist developers and trails volunteers in constructing trails associated with the citywide trails program.
- Maintain existing citywide trails, and construct elective new citywide trails, with the assistance of trail volunteers.
- Perform trail improvements and install amenities, in accordance with Citywide Trails Master Plan.

## PROGRAM ACTIVITIES:

### Trail Maintenance

- Maintain existing citywide trails and construct selective new trails with the assistance of trail volunteers.
- Perform trail improvements and install amenities, in accordance with Trail Master Plan.
- Inspect and augment contract maintenance of Coastal Rail Trail areas with city staff.
- Coordinate with open space land managers such as Center for Natural Lands Management and resource agencies to ensure compliance with Habitat Management Plan trail development and trail use guidelines.

### Project Processing

- Continue processing acceptance agreements from previously rejected Irrevocable Offers of Dedication (IOD) for the citywide trail easements.
- Continue trail plan check processing for developer/private constructed trails associated with the Citywide Trails Master Plan.

## PERFORMANCE MEASUREMENTS:

### Customer Satisfaction

- Benchmark  
Ninety percent (90%) of all respondents rate trails satisfaction as good or excellent on the City of Carlsbad public opinion survey.

#### Result

Eighty-nine percent (89%) of respondents rated trails as good or excellent on the City of Carlsbad public opinion survey.

### Service Delivery

- Benchmark  
Expand trail mileage by four miles per year.

#### Result

No new trails have been added to the program due to the decline in private development.

**PROGRAM:** TRAILS  
**FUND:** GENERAL  
**PROGRAM GROUP:** PARKS & RECREATION

**PAGE TWO**

ACCT NO. 0014620

Maintenance Costs

- Benchmark  
The annual trails maintenance costs per mile will not exceed \$6,090.
- Result  
The annual trails maintenance costs per mile is \$4,357 for approximately 47 miles of trails.

**KEY ACHIEVEMENTS FOR 2011-12:**

- Increased periodic security patrols of the Coastal Rail Trail and Lake Calavera Trails to deter delinquent activity such as unleashed dogs, graffiti, debris dumping, and amenity destruction.
- Continued the Adopt-A-Trail sponsorship and volunteer program was initiated to support trail maintenance and improvement projects. During FY 20011-12 volunteers clocked over 2,500 hours.

**KEY GOALS FOR 2012-13:**

- Completion of boardwalk trail at Lake Calavera.
- Update Trails Master Plan

**SIGNIFICANT CHANGES:**

- Eliminated 0.11 hourly FTE positions

**PROGRAM: STREET TREE MAINTENANCE**  
**FUND: MAINTENANCE ASSESSMENT**  
**PROGRAM GROUP: PARKS & RECREATION**

ACCT NO. 1605023

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$337,316	\$344,937	\$366,089	\$369,302
MAINTENANCE & OPERATIONS	214,719	300,133	277,803	282,130
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$552,035	\$645,070	\$643,892	\$651,432
<b>FULL TIME POSITIONS</b>	<b>3.70</b>	<b>3.70</b>	<b>3.70</b>	<b>3.75</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.95</b>	<b>0.95</b>	<b>0.95</b>	<b>0.95</b>

**WORK PROGRAM:**

Provide maintenance to all city accepted street trees within the public right-of-way, including specialized maintenance services for street trees in the Downtown Village.

**PROGRAM ACTIVITIES:**

**Maintenance Pruning**

- Focus on city street tree maintenance in the Downtown Village to address City Council's priority for this area.
- Refine, support and administer the predominantly contracted block by block street tree inspection/pruning program.

That program remains on a 4-year cycle for routine maintenance inspection/pruning of all city street trees, and a 2-year cycle for supplemental inspection/pruning of selective species of city street trees.

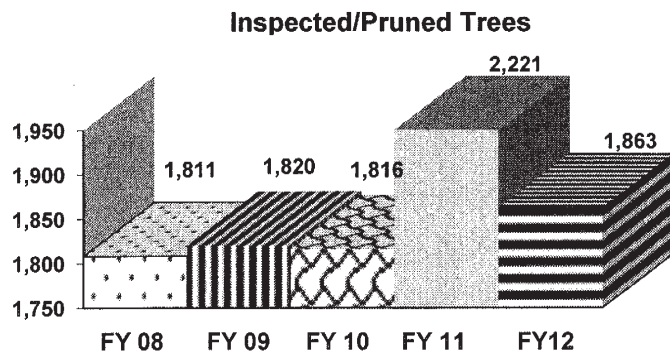
**Service Request and Storm/Emergency Response**

- Respond to approximately 500 street tree service requests, and provide storm, or other emergency assistance as necessary.

**Acceptance of New Trees and Replanting of Vacancies**

- Accept new street trees within approved developments, and replant street trees within vacancies created by prior removals, in accordance with the Community Forest Management Plan.

**PROGRAMMED WORKLOAD STATISTICS:**



**SIGNIFICANT CHANGES:**

- Transferred 0.05 full-time positions from other departments to better reflect workload.

**PROGRAM: MEDIAN MAINTENANCE**  
**FUND: MAINTENANCE ASSESSMENT**  
**PROGRAM GROUP: PARKS & RECREATION**

ACCT NO. 1615024

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$205,373	\$200,223	\$206,161	\$207,092
MAINTENANCE & OPERATIONS	391,026	515,219	524,653	528,666
CAPITAL OUTLAY	2,780	0	0	0
GRAND TOTAL	\$599,179	\$715,442	\$730,814	\$735,758
FULL TIME POSITIONS	1.90	1.90	1.90	1.90
HOURLY/FTE POSITIONS	0.60	0.60	0.60	0.60

**WORK PROGRAM:**

Provide landscape/irrigation maintenance and litter control to all city medians, including specialized service within the Downtown Village.

**PROGRAM ACTIVITIES:**

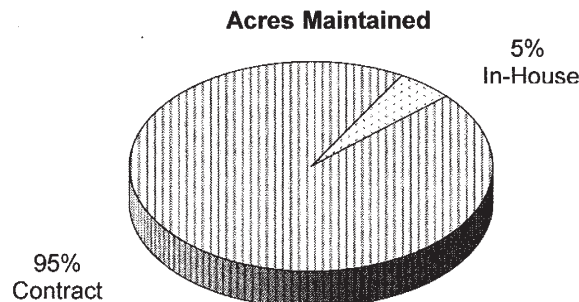
Contractual Median Maintenance

- Administer and oversee the predominantly contracted landscape /irrigation maintenance of approximately 65 acres of median planters. Maintenance includes litter control, weed abatement, pruning, shrub/tree replacements, and irrigation repairs/adjustments.
- Perform citywide proactive inspection/pruning of medians trees on a 4-year cycle, and perform a supplemental proactive inspection/pruning pm selective species of median trees on a 2-year cycle.

Streetscape Maintenance

- Augment contract landscape maintenance with city staff on high profile medians and parkways in the Downtown Village (approximately 3 acres), and various other city-wide areas, including weed abatement, pruning, shrub/tree replacements, and irrigation repairs/adjustments.

**PROGRAMMED WORKLOAD STATISTICS:**



**SIGNIFICANT CHANGES:**

Changes to Services

- None



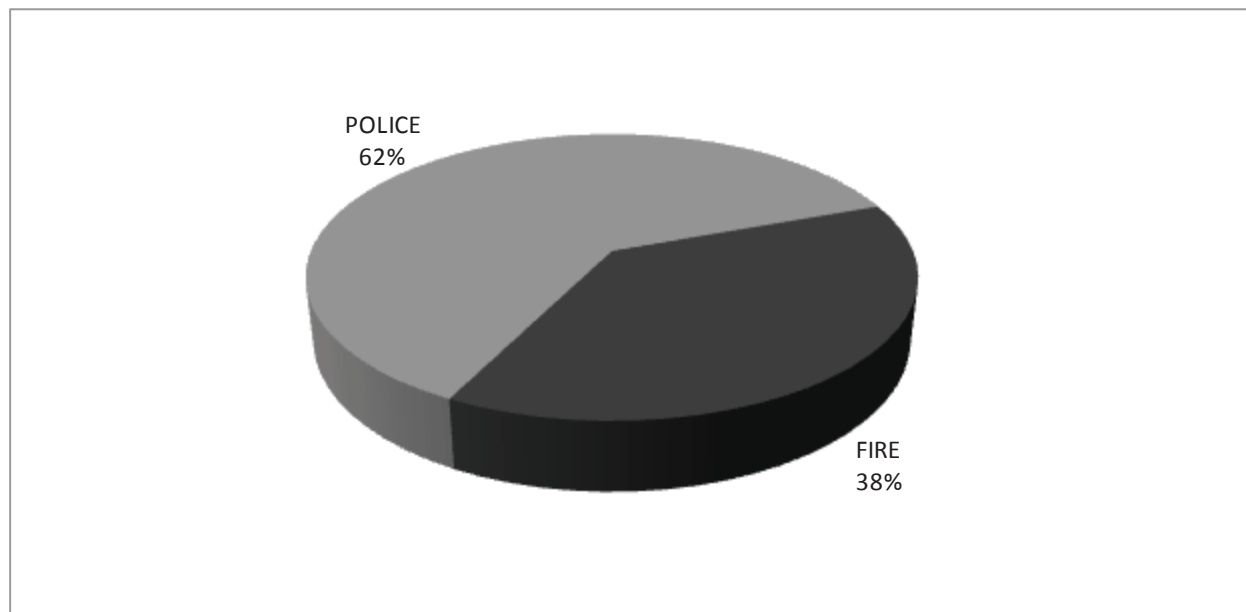




**PROGRAM:** PUBLIC SAFETY  
**FUND:** VARIOUS  
**PROGRAM GROUP:** VARIOUS

**SUMMARY**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$35,869,983	\$35,443,397	\$36,019,199	\$36,886,194
MAINTENANCE & OPERATIONS	8,257,572	8,566,207	8,993,106	8,615,357
CAPITAL OUTLAY	541,909	229,874	184,723	122,775
GRAND TOTAL	\$44,669,464	\$44,239,478	\$45,197,028	\$45,624,326
<b>FULL TIME POSITIONS</b>	<b>250.75</b>	<b>250.75</b>	<b>249.75</b>	<b>248.75</b>
<b>HOURLY/FTE POSITIONS</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>



**PROGRAM:** FIRE  
**FUND:** GENERAL  
**PROGRAM GROUP:** FIRE

**SUMMARY**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$13,627,824	\$13,048,354	\$13,418,700	\$14,087,123
MAINTENANCE & OPERATIONS	3,034,644	3,064,092	3,403,175	3,343,192
CAPITAL OUTLAY	449,112	8,736	110,000	110,000
GRAND TOTAL	\$17,111,580	\$16,121,182	\$16,931,875	\$17,540,315
<b>FULL TIME POSITIONS</b>	<b>88.75</b>	<b>88.75</b>	<b>87.75</b>	<b>87.75</b>
<b>HOURLY/FTE POSITIONS</b>	<b>1.17</b>	<b>1.17</b>	<b>1.17</b>	<b>1.17</b>

**PROGRAM GROUP DESCRIPTION:**

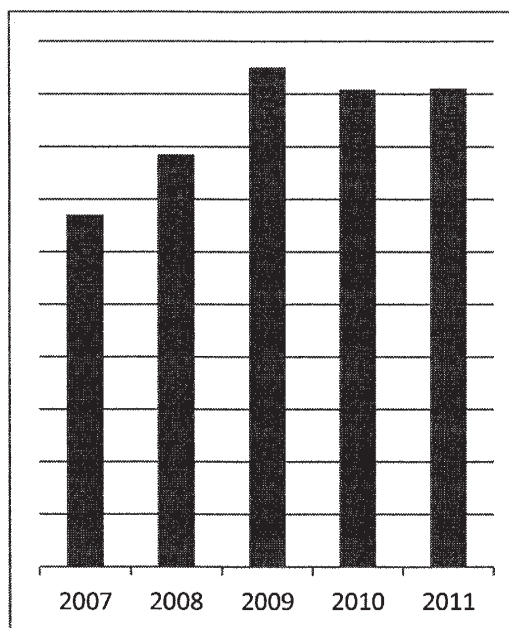
The Fire Department's mission is to enhance the quality of life in our community by delivering exceptional services in safeguarding lives, property, and our environment. We measure our success in accomplishing our mission through customer surveys, comparative analysis, operational effectiveness, and goal accomplishment.

**WORKLOAD STATISTICS:**

**Paramedic Satisfaction Survey  
Percentage Good/Excellent**

911 Dispatcher	98%
Response Time	99%
Competence	99%
Courtesy	99%
Procedures Explained	97%
Pain Relieved	93%
Overall Satisfaction	99%

(As rated on a five-point scale of  
very poor, poor, fair, good, and excellent.)



**Customer Service Ratings:** The above chart shows our customer satisfaction level for emergency medical services for Fiscal Year 2010-11. The results show that our paramedics continue to live up to the department's standard for treating all patients, as we would want our own family treated.

**Incidents & Response Times:** The Fire Department reached the incident scene 72% of the time in six minutes or less during the 2010-11 Fiscal Year.

**PROGRAM:** FIRE  
**FUND:** GENERAL  
**PROGRAM GROUP:** FIRE

**PAGE TWO**

**SUMMARY**

### **KEY ACHIEVEMENTS FOR 2011-12:**

- Efficiency partnering with other agencies in fire operations and procurement
- Regionalized the Annual Fire Training Plan, including the identification of Federal and State training Mandates, developed a streamlined program to meet the mandates and tailored the training to maximize in-district training.
- Exercised the City Emergency Operations Center in statewide and local emergency drills.
- Continuing to explore the functional consolidation of several administrative functions between North County Dispatch JPA and Heartland Dispatch JPA.
- Achieved an additional year of pricing stability for Citywide annual radio access charges associated with the County of San Diego Regional Communication System (RCS)
- Development and implementation of Division specific Performance Measurement System that allows for real time feedback of performance within the Fire Department

### **KEY GOALS FOR FY 2012-13**

- Sustain service delivery levels and programs in light of financial impacts at state and local levels, including continued funding and service reductions for CalFire, as well as funding and service reductions for neighboring fire agencies
- Expand community outreach efforts, including partnering with the community in public education and service delivery.
- Successfully transitioning our Training Plan over to the City of Carlsbad's Safety Training Center.

**PROGRAM:** ADMINISTRATION  
**FUND:** GENERAL  
**PROGRAM GROUP:** FIRE

ACCT NO. 0012210

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$456,671	\$464,751	\$481,843	\$462,457
MAINTENANCE & OPERATIONS	88,481	10,715	11,956	14,320
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$545,152	\$475,466	\$493,799	\$476,777
FULL TIME POSITIONS	3.00	3.00	3.00	3.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

## WORK PROGRAM:

The Administration Division is the office of the Fire Chief and coordinates the overall operation of the Fire Department. It provides strategic planning to carry out the mission and vision of the organization.

## PROGRAM ACTIVITIES:

### Coordination

- Provide program direction and planning for all divisions.
- Implement and support Fire Department specific values, mission, and vision.
- Support and facilitate department managers in accomplishing their goals.
- Facilitate team-building programs for all members of the management team.
- Promote increased communications and participation at all levels within the department.

### Planning

- Provide a planning interface with other city departments and regional agencies in order to facilitate improved Fire services.
- Monitor development under the Growth Management Program as it relates to the relocation of Fire Station 3.
- Participate in the San Diego County Unified Disaster Council and Hazardous Materials Response JPAs.
- Participate in regional planning activities, including cooperation and coordination of dispatching, training, recruitment, and facilities.

## SIGNIFICANT CHANGES:

- None

**PROGRAM:** EMERGENCY OPERATIONS  
**FUND:** GENERAL  
**PROGRAM GROUP:** FIRE

ACCT NO. 0012220-28

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$11,895,523	\$11,521,052	\$11,913,955	\$12,609,089
MAINTENANCE & OPERATIONS	1,888,581	568,557	715,405	611,415
CAPITAL OUTLAY	352,745	8,314	110,000	110,000
GRAND TOTAL	\$14,136,849	\$12,097,923	\$12,739,360	\$13,330,504
<b>FULL TIME POSITIONS</b>	<b>78.00</b>	<b>78.00</b>	<b>78.00</b>	<b>78.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## WORK PROGRAM:

Respond to requests for assistance in a timely manner with appropriate equipment and properly trained personnel.

## PROGRAM ACTIVITIES:

### Administration

Provide operational oversight for all services delivered by Emergency Operations.

### Communications

Provide fire personnel with inter-agency communication capabilities utilizing state of the art technology.

### Suppression

Extinguish fires and prevent spread to threatened property.

### Technical Rescue

Provide all fire personnel equipment and training to enable "All-Risk" rescue needs.

### Hazardous Materials (HazMat)/WMD

Provide training and equipment to handle the initial phases of a HazMat incident.

### Training

Provide all fire personnel with state and federal mandated training in order to enhance their personal safety as well as services provided to the community.

### Apparatus

Provide supplies to protect and maintain all apparatus.

### Personal Protective Equipment

Provide state of the art protective clothing and equipment for all safety personnel.

### Uniforms

Provide station uniforms with added Nomex fire protection to all fire personnel.

## SIGNIFICANT CHANGES:

- The Fire Department has requested a \$110,000 capital outlay purchase for the replacement of three portable EKG monitors that have reached their useful life.

**PROGRAM:** WEED ABATEMENT  
**FUND:** GENERAL  
**PROGRAM GROUP:** FIRE

ACCT NO. 0012235

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	26,590	25,296	76,300	75,500
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$26,590	\$25,296	\$76,300	\$75,500
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

### WORK PROGRAM:

Manage the potential for grass and brush fires on unimproved property by means of a selective hazard abatement program.

### PROGRAM ACTIVITIES:

#### Hazard Identification

Identify and serve notice to owners of properties on which fire hazards exist or are likely to exist.

- Survey vacant lots and parcels for clearance
- Obtain City Council approval for abatement.
- Mail notices to property owners.

#### Hazard Abatement

Ensure effective abatement of identified hazards.

- Inspect all noticed property.
- During May through July, clean all property not previously abated by owners.
- Manage contractor performance and payment system.
- Obtain City Council approval to place abatement costs onto individuals' property tax roll in July.
- Submit charges to County Auditor for recovery through property tax billing by August.
- Provide vegetation fire hazard reduction public education programs in urban wildlife interface zones.
- Provide computerized analysis of expected fire behavior in wildland areas adjacent to developed regions of the community.
- Coordinate vegetation hazard abatement on city owned vacant properties.

### SIGNIFICANT CHANGES:

- The Department awarded a Weed Abatement Services contract to Habitat Restoration Sciences, Inc. in April of 2012.



**PROGRAM:** EMERGENCY PREPAREDNESS  
**FUND:** GENERAL  
**PROGRAM GROUP:** FIRE

ACCT NO. 0012240-43

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$172,271	\$124,041	\$122,252	\$123,622
MAINTENANCE & OPERATIONS	154,790	37,730	95,420	94,500
CAPITAL OUTLAY	96,367	0	0	0
GRAND TOTAL	\$423,428	\$161,771	\$217,672	\$218,122
<b>FULL TIME POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## WORK PROGRAM:

Develop and manage emergency preparedness and hazard mitigation programs that reduce the impact of natural and man-made disasters.

- The FY 2012-13 City Emergency Preparedness Program strategic goals include: strengthen city preparedness programs, develop community relationships, strengthen mutual aid partnerships, and meet federal and state preparedness requirements. The major components of the city's emergency and disaster response program include the following:
- Emergency preparedness and continuity of operations planning;
- Emergency Operations Center (EOC) readiness, Disaster Service Worker (DSW), Incident Command System (ICS) and NIMS training;
- CPR/First Aid/AED training; and
- Public Outreach, including Community Emergency Response Team (CERT) classes and maintenance of CERT readiness standards.

## PROGRAM ACTIVITIES:

### Planning

- Direct and manage City of Carlsbad Emergency Management Administrative Team (CEMAT).
- Manage EOC facility, staffing, equipment and supplies to ensure incident response readiness

### Training and Education

- Conduct classroom and simulation training sessions for city staff.
- Conduct Emergency Operations Center training and exercises.
- Provide basic emergency response training to city employees.
- Ensure city compliance with training and implementation of the National Incident Management System (NIMS).

### Inter-Agency Coordination

- Represent the interests of the city on the County Unified Disaster Council (UDC).

## SIGNIFICANT CHANGES:

None

**PROGRAM:** SUPPORT SERVICES  
**FUND:** GENERAL  
**PROGRAM GROUP:** FIRE

ACCT NO. 0012250-53

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$384,642	\$417,125	\$523,762	\$467,462
MAINTENANCE & OPERATIONS	763,851	2,331,445	2,412,194	2,459,947
CAPITAL OUTLAY	0	422	0	0
GRAND TOTAL	\$1,148,493	\$2,748,992	\$2,935,956	\$2,927,409
FULL TIME POSITIONS	1.75	1.75	2.75	2.75
HOURLY/FTE POSITIONS	1.17	1.17	1.17	0.86

## WORK PROGRAM:

Support Services provides internal support and logistic services to all Fire Department divisions. This includes recruitment, promotional testing, facilities requests, and equipment purchasing.

## PROGRAM ACTIVITIES:

Provide program support services including:

- Assessment and selection of new probationary employees
- One year probationary training and testing
- Annual promotional testing
- Facilities management
- Contract services management
- Apparatus/Fleet management services
- Procurement services (equipment and supplies)
- Computer program management
- Provide coordination for fire and life safety public education programs

## SIGNIFICANT CHANGES:

- Reallocated 0.31 hourly FTE to another division to better reflect workload.

**PROGRAM:** PREVENTION  
**FUND:** GENERAL  
**PROGRAM GROUP:** FIRE

ACCT NO. 0012260

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$718,717	\$521,385	\$376,888	\$424,493
MAINTENANCE & OPERATIONS	112,351	90,349	91,900	87,510
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$831,068	\$611,734	\$468,788	\$512,003
FULL TIME POSITIONS	5.00	5.00	3.00	3.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.31

## WORK PROGRAM:

Reduce the potential for fire and property loss in the community through Fire Code enforcement, Fire Protection Engineering, Fire Investigation, Public Education and Community Risk Reduction.

## PROGRAM ACTIVITIES:

### Enforcement and Engineering

- Provide code enforcement occupancy inspections in existing public buildings and those under construction.
- Provide training and administrative support for engine company code enforcement activities.
- Conduct periodic fire inspections in commercial, industrial, and multi-family residential buildings.
- Perform code compliance reviews on construction plan submittals within 45 days.
- Perform new construction inspections within 48 hours of request.
- Conduct code compliance inspections in State Fire Marshal mandated facilities (public assemblies, schools, care facilities, hotels and motels, apartment complexes and hazardous materials handling facilities).
- Respond to citizen hazard inquiries and complaints.
- Conduct cause and origin investigations for suspicious or large loss fires.

## SIGNIFICANT CHANGES:

- Reallocated 0.31 hourly FTE from another division to better reflect workload.

**PROGRAM:** POLICE  
**FUND:** GENERAL/SPECIAL REVENUE  
**PROGRAM GROUP:** POLICE

## SUMMARY

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$22,242,159	\$22,395,043	\$22,600,499	\$22,799,071
MAINTENANCE & OPERATIONS	5,222,928	5,502,115	5,589,931	5,272,165
CAPITAL OUTLAY	92,797	221,138	74,723	12,775
GRAND TOTAL	\$27,557,884	\$28,118,296	\$28,265,153	\$28,084,011
FULL TIME POSITIONS	162.00	162.00	162.00	161.00
HOURLY/FTE POSITIONS	2.83	2.83	2.83	2.83

## MISSION STATEMENT

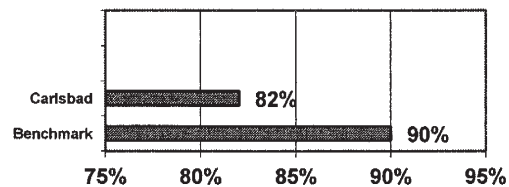
With a commitment to professional excellence, the members of the Carlsbad Police Department provide quality service to the community to ensure the preservation of life and property and the maintenance of law and order. In doing so, we protect the rights of all persons; we strive to treat every person with respect, dignity, and compassion; we hold ourselves to the highest ethical and professional standards of conduct; we are committed to personal integrity, common purpose and support of each other as essentials to an effective and productive work environment; and we provide leadership in our profession as an example for all law enforcement and to guarantee the best possible service to our citizens.

## PERFORMANCE/WORKLOAD MEASURES:

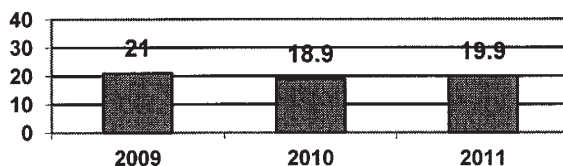
### 2011 Citizen Satisfaction

In an effort to provide the best service possible to the community, the Carlsbad Police Department has been surveying victims of crime since 1991. This survey helps the department measure satisfaction and obtains feedback from citizens who have had contact with our department. Over 6,000 responses have been received to date.

**Citizen Satisfaction:**  
% Rating Service as Good or Excellent



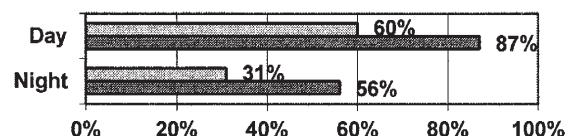
**FBI Index Crimes**  
Per 1,000 Population



### Crime

The Police Department measures crime with the FBI index crimes. FBI Index crimes include homicide, rape, robbery, aggravated assault, burglary, larceny/theft, and motor vehicle theft.

**Community Perception of Crime**



### Community Perception of Crime

The Police Department measures citizens' perceptions of crime by asking, "How safe do you feel walking alone in your neighborhood?" The percent responding "very safe" is reflected in the chart to the right.

■ Benchmark ■ Carlsbad

**PROGRAM:** POLICE  
**FUND:** GENERAL  
**PROGRAM GROUP:** POLICE

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**SUMMARY**

### **KEY ACHIEVEMENTS FOR 2011-12:**

- Completed construction of the Public Safety Training Center, which includes a new shooting range.
- Continued to improve citywide response to critical incidents and disasters.
- Implemented a next generation 9-1-1 system, with the capability to accept emergency calls via text and email.
- Updated school safety plans for local schools.
- Started upgrade of computer-aided dispatch software to comply with U.S. Department of Justice security policy. This upgrade also supports the replacement of system hardware and infrastructure, to assure continuity of safety service system operations.
- Improved field evidence collection at crime scenes and major traffic collisions with purchase of new evidence vehicle.

### **KEY GOALS FOR 2012-13:**

- Recruitment and hiring of new officers, anticipating increased attrition with aging police force.
- Complete upgrade of computer-aided dispatch software.
- Open City of Carlsbad's Safety Training Center for training operations.
- Form partnerships with streets and parks workers, training them to recognize and report suspicious activities, which will result in enhanced public safety.
- Ensure continued safety for local schools through prevention and intervention activities.
- Take delivery of new armored vehicle which will be a regional asset to North County law enforcement to effectively respond to critical threats.

**PROGRAM:** ADMINISTRATION  
**FUND:** GENERAL  
**PROGRAM GROUP:** POLICE

ACCT NO. 0012110

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$691,243	\$593,775	\$635,340	\$639,656
MAINTENANCE & OPERATIONS	690,185	710,274	919,629	668,233
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,381,428	\$1,304,049	\$1,554,969	\$1,307,889
FULL TIME POSITIONS	5.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

## WORK PROGRAM:

Develop and administer functions and programs that support the city's and the Police Department's statement of values in a manner responsive to the city and its citizens. Provide leadership and support to department divisions. Establish policies and long-range plans to meet department goals and city needs.

## PROGRAM ACTIVITIES:

### Service Programs

- Develop and manage programs that reduce crime, encourage citizen participation, and improve community safety.

### Organization

- Assist staff with individual and group development.

### Division Support

- Provide support to divisions to assist with meeting goals.

### Leadership

- Provide department staff with the knowledge and training necessary to carry out the department's mission.

### Key Goal

- The Police Department is initiating both a peer support program and a wellness program to support the emotional and physical health of department members. The programs demonstrate the department's recognition that optimal emotional and physical health play a vital role in productive, injury free employees.

## SIGNIFICANT CHANGES:

- None



**PROGRAM:** FIELD OPERATIONS  
**FUND:** GENERAL  
**PROGRAM GROUP:** POLICE

ACCT NO. 0012120

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$9,748,330	\$9,698,084	\$10,030,379	\$9,963,380
MAINTENANCE & OPERATIONS	1,338,912	1,377,541	1,266,725	1,290,930
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$11,087,242	\$11,075,625	\$11,297,104	\$11,254,310
FULL TIME POSITIONS	66.00	66.00	68.00	67.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

## WORK PROGRAM:

Respond to calls for service and provide emergency services, preventative patrol, traffic enforcement, and special enforcement to the community. Enforce laws and ordinances, preserve the peace, and provide for the protection of life and property through proactive programs of enforcement and prevention.

## PROGRAM ACTIVITIES:

### Calls for Service

- Respond to calls for emergency and non-emergency services.
- Investigate crimes.
- Enforce laws and ordinances.

### Reports

- Take reports including crime, arrest, collisions, incident, citation, and field interview.

### Response Time

- Respond to priority one calls in less than six minutes.

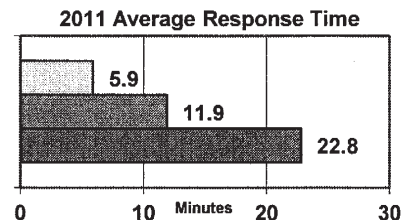
## WORKLOAD STATISTICS:

	<u>CY2007</u>	<u>CY2008</u>	<u>CY2009</u>	<u>CY2010</u>	<u>CY2011</u>
Police Activities/Calls for Service	94,126	94,492	94,678	97,414	93,248
Cases	11,259	10,309	8,826	8,188	7,963

## PERFORMANCE/WORKLOAD MEASURES:

### 2011 Average Response Times

Priority one calls are those in which there is an immediate threat to life or property. Our goal is to respond to all priority one calls in an average of six minutes or less. Priority one calls were three percent of our total call volume in 2011. Priority two (urgent calls) and priority three (calls for reports) made up 80 percent of our total call volume. The remaining 17 percent were priority four calls.



## SIGNIFICANT CHANGES:

- A total of 1.0 full-time was moved within the Police Department to better reflect staffing needs.

**PROGRAM:** COMMUNITY SERVICES  
**FUND:** GENERAL  
**PROGRAM GROUP:** POLICE

ACCT NO. 0012119, 2121-23, 2125,  
 2142, 2146

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$2,545,102	\$2,615,955	\$2,662,032	\$2,058,266
MAINTENANCE & OPERATIONS	396,847	456,971	442,994	424,072
CAPITAL OUTLAY	0	16,838	0	0
GRAND TOTAL	\$2,941,949	\$3,089,764	\$3,105,026	\$2,482,338
FULL TIME POSITIONS	20.00	20.00	18.00	14.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

## WORK PROGRAM:

The Community Services division includes the following programs:

### Traffic

- Provide traffic enforcement as a means of reducing collisions and hazardous violations in the community. Provide accident investigation and traffic safety programs to make the streets and highways safer.

### Volunteer Program

- Provide support to the members of the Police Department and help enhance community safety and security through education and crime prevention.

### Reserve Program

- Provide assistance to the patrol and traffic functions, as well as other divisions within the department by assignment as transport, cover, or working with officers.

### Lagoon Patrol

- Maintain order in and around Agua Hedionda Lagoon. Provide general coverage and respond to concerns involving Agua Hedionda and the other city lagoons.

### Crime Prevention

- Help improve the quality of life for Carlsbad citizens through crime prevention awareness and education, and help reduce the fear of crime through the dissemination of information.

### Explorer Program

- Provide volunteer opportunities for youth interested in careers in law enforcement.

## PROGRAM ACTIVITIES:

### Traffic

- Maintain a high profile of traffic enforcement in order to reduce traffic collisions citywide.
- Conduct accident investigations to document location, time, and cause of traffic collisions in order to provide targeted traffic enforcement.
- Provide data for traffic engineering.

**PROGRAM:** COMMUNITY SERVICES  
**FUND:** GENERAL  
**PROGRAM GROUP:** POLICE

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ACCT NO. 0012119, 2121-23, 2125,  
2142, 2146

### **PROGRAM ACTIVITIES (continued):**

#### Senior Volunteer Patrol

- Conduct crime prevention patrols.
- Assist with traffic control and special events.
- Conduct education activities in the community.
- Provide regular contact for homebound citizens.

#### In-House Volunteers

- Provide general clerical assistance.
- Provide data entry assistance.
- Contact crime victims.
- Provide assistance with special assignments and projects.

#### Reserves

- Provide special detail assistance to all divisions of the Police Department.
- Provide service to the spring and fall fairs, Oktoberfest, marathon, and other special events.
- Provide assistance with follow-up and special investigations for traffic officers and detectives.

#### Lagoon Patrol

- Enforce boating regulations.
- Monitor recreational boating operation on Agua Hedionda Lagoon.
- Patrol lagoon, trail, and park areas.
- Assist stranded boaters on Aqua Hedionda Lagoon.

#### Crime Prevention

- Target all groups within the community including crime victims, and utilize community forums, surveys, media, newsletters, and direct mailings.
- Create and implement education and awareness programs that reduce the threat of crime and enhance safety and security.

### **WORKLOAD STATISTICS:**

	<u>CY2007</u>	<u>CY2008</u>	<u>CY2009</u>	<u>CY2010</u>	<u>CY2011</u>
Injury collisions per 1,000 population	4.2	3.7	3.5	3.1	3.2
Number of volunteer hours contributed	26,000	20,000	25,985	21,423	23,106
Number of Crime Prevention Programs/Services for citizens	965	1,062	956	1,083	1,253

### **SIGNIFICANT CHANGES:**

- A total of 4 full-time positions were moved within the Police Department to better reflect staffing needs.

**PROGRAM:**  
**FUND:**  
**PROGRAM GROUP:**

**CANINE**  
**GENERAL**  
**POLICE**

**ACCT NO. 0012124**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$656,715	\$638,539	\$632,015	\$634,479
MAINTENANCE & OPERATIONS	127,915	113,162	111,157	88,719
CAPITAL OUTLAY	12,700	0	0	0
GRAND TOTAL	\$797,330	\$751,701	\$743,172	\$723,198
<b>FULL TIME POSITIONS</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### WORK PROGRAM:

Augment patrol officers in general law enforcement efforts to deter crime. Enhance department's ability to locate hidden suspects while providing greater officer safety through the use of trained police dogs.

### PROGRAM ACTIVITIES:

- Enforce laws throughout the city.
- Provide canine coverage on each patrol watch.
- Provide canine demonstrations to schools and civic groups throughout the year to show the capabilities of police canine teams.

### SIGNIFICANT CHANGES:

- None

**PROGRAM: INVESTIGATIONS/FIELD EVIDENCE**  
**FUND: GENERAL**  
**PROGRAM GROUP: POLICE**

ACCT NO. 0012126, 2128, 2130, 2136

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$2,132,099	\$2,233,580	\$2,154,095	\$2,582,376
MAINTENANCE & OPERATIONS	301,462	312,475	335,483	326,512
CAPITAL OUTLAY	2,574	0	0	0
GRAND TOTAL	\$2,436,135	\$2,546,055	\$2,489,578	\$2,908,888
<b>FULL TIME POSITIONS</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>15.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## WORK PROGRAM:

### Investigations

Provide follow-up investigations leading to the identification and apprehension of persons responsible for the commission of crimes. Provide coordination of the criminal justice process; recover stolen property; process property and evidence.

### Violent Crimes Unit

Provide follow-up investigations leading to the identification and apprehension of persons responsible for the commission of violent crimes.

### Field Evidence

Collect and process evidence collected in the field by police employees. Evidence may include fingerprints, photographs, plaster casting, bodily fluids, and other items.

### Special Events Overtime

Provide traffic and crowd control at various special events throughout the city.

### Tactical Response Team

Assist in the preservation of all life and ensure a safe resolution to critical incidents such as barricaded suspects and armed threats. Serve high-risk search warrants. Ensure the immediate ability of advanced lifesaving treatment to any injured persons with specially trained Fire Department paramedics. Program activities Include:

- Conduct monthly training for team members
- Respond to critical incidents
- Serve high-risk search warrants

### Crisis Negotiation Team

The team's responsibilities consist of:

- Negotiate with suicidal, barricaded and hostage taking subjects for a safe and timely resolution Provide Intelligence information to the command staff and the Tactical Response Team
- Evaluate tactical operations and providing liability related input to command staff

## WORKLOAD STATISTICS:

	<u>CY2007</u>	<u>CY2008</u>	<u>CY2009</u>	<u>CY2010</u>	<u>CY2011</u>
Violent Crime Clearance Rate	41%	49%	51%	49%	45%
Property Crime Clearance Rate	10%	21%	19%	21%	19%
Property Recovery Rate	20%	17%	25%	23%	19%

## SIGNIFICANT CHANGES:

- A total of 3.0 full-time were moved within the Police Department to better reflect staffing needs.
- A total of 1.0 full-time position was moved to Parks and Recreation for Special Events.

**PROGRAM:** VICE/NARCOTICS  
**FUND:** GENERAL  
**PROGRAM GROUP:** POLICE

**ACCT NO.** 0012131

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$667,018	\$597,629	\$658,821	\$683,931
MAINTENANCE & OPERATIONS	89,386	76,221	71,565	81,575
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$756,404	\$673,850	\$730,386	\$765,506
<b>FULL TIME POSITIONS</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**WORK PROGRAM:**

Enforce the laws relating to vice and narcotics violations. Identify and assist in the prosecution of those responsible for the use, distribution, sales, and proliferation of illegal drugs in the community. Identify and arrest those responsible for the violation of laws concerning prostitution, gambling, liquor laws, and other illegal activities.

**SIGNIFICANT CHANGES:**

None



**PROGRAM:** YOUTH/SCHOOL PROGRAMS  
**FUND:** GENERAL  
**PROGRAM GROUP:** POLICE

ACCT NO. 0012132, 2141, 2143

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$653,336	\$668,831	\$666,467	\$657,998
MAINTENANCE & OPERATIONS	79,253	72,963	77,510	79,040
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$732,589	\$741,794	\$743,977	\$737,038
<b>FULL TIME POSITIONS</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.33</b>	<b>0.33</b>	<b>0.33</b>	<b>0.33</b>

## WORK PROGRAM:

### Police School Resource Officers

Maintain order in and around schools to deter crime through enforcement and to create a positive interaction among students, citizens, and educators.

### Juvenile Diversion

Provide juvenile diversion services and programs to all age levels of youth within the City of Carlsbad, both delinquent and pre-delinquent, and within and prior to the criminal justice system.

## PROGRAM ACTIVITIES:

### Police School Resource Officers

- Maintain order and enforce laws on school campuses located within the City of Carlsbad.
- Educate staff and students regarding laws pertaining to schools, child abuse, and law enforcement in general.
- Conduct follow-up investigations on juvenile and school-related crime.
- Serve as a resource for school safety preparedness.

## SIGNIFICANT CHANGES:

- Carlsbad Unified School District has reduced funding for school resource officers from three officers to one. San Dieguito Union High School District has eliminated funding one school resource officer.

**PROGRAM:** PROPERTY AND EVIDENCE/RECORDS  
**FUND:** GENERAL  
**PROGRAM GROUP:** POLICE

ACCT NO. 0012133, 2145

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$618,431	\$637,768	\$669,837	\$623,912
MAINTENANCE & OPERATIONS	37,744	45,666	50,805	52,112
CAPITAL OUTLAY	0	1,519	0	0
GRAND TOTAL	\$656,175	\$684,953	\$720,642	\$676,024
FULL TIME POSITIONS	8.00	8.00	8.00	8.00
HOURLY/FTE POSITIONS	0.50	0.50	0.50	0.50

## WORK PROGRAM:

### Property and Evidence

Responsible for the processing, retention, disposal, and security of all property and evidence obtained or seized by the department.

### Records

Provide processing, filing, and maintenance of all department law enforcement official records; responsible for data entry into the ARJIS countywide system and statewide system for the purpose of reporting crime information; responsible for public reception, information, fingerprinting services and general access to the department for the public.

## PROGRAM ACTIVITIES:

### Property and Evidence

- Physically maintain and accurately track all property and evidence.
- Return property to lawful owners.
- Dispose of property according to law.

### Records

- Process Police records including arrests, crime cases, citations, traffic collisions, and incident reports.
- Perform data entry on same.
- Interact with public and other government/law enforcement agencies.
- Prepare reports for release according to law.
- Provide statistical data to State of California.

## WORKLOAD STATISTICS:

	<u>CY2007</u>	<u>CY2008</u>	<u>CY2009</u>	<u>CY2010</u>	<u>CY2011</u>
Police Cases	11,259	10,309	8,826	8,188	7,963

## SIGNIFICANT CHANGES:

- None

**PROGRAM:** FAMILY SERVICES  
**FUND:** GENERAL  
**PROGRAM GROUP:** POLICE

ACCT NO. 0012134

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$840,309	\$878,887	\$834,471	\$850,423
MAINTENANCE & OPERATIONS	32,149	36,870	43,832	41,584
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$872,458	\$915,757	\$878,303	\$892,007
<b>FULL TIME POSITIONS</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### WORK PROGRAM:

Provide follow-up investigation leading to the identification and apprehension of persons responsible for the commission of crimes relating to juvenile offenders, juvenile victims, and domestic violence incidents. Provide coordination of the criminal justice process as it relates to prevention, education, diversion, and enforcement.

### PROGRAM ACTIVITIES:

- Investigate and follow up on crime and incident reports as they relate to all phases of the family.
- Assist in the coordination of diversion, prevention, and education activities offered by the department such as GUIDE, Juvenile Justice Panel, parenting skills classes, activities for children after school, and mentoring at-risk youth.

### SIGNIFICANT CHANGES:

- None

**PROGRAM:**                      **TASK FORCE**  
**FUND:**                         **GENERAL**  
**PROGRAM GROUP:**         **POLICE**

**ACCT NO. 0012135**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$588,635	\$604,668	\$586,684	\$556,956
MAINTENANCE & OPERATIONS	71,979	91,720	72,029	79,346
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$660,614	\$696,388	\$658,713	\$636,302
<b>FULL TIME POSITIONS</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### **WORK PROGRAM:**

Participate in specialized regional crime-fighting task forces including North County Gang Task Force, Regional Auto Theft Task Force, and Narcotics Task Force.

### **SIGNIFICANT CHANGES:**

- ID Theft Task Force lost funding and as a result, the Police Department is no longer participating.

**PROGRAM:** SUPPORT SERVICES  
**FUND:** GENERAL  
**PROGRAM GROUP:** POLICE

ACCT NO. 0012140

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$868,995	\$908,468	\$908,163	\$824,305
MAINTENANCE & OPERATIONS	1,821,627	2,006,721	1,938,874	131,390
CAPITAL OUTLAY	0	15,849	0	0
GRAND TOTAL	\$2,690,622	\$2,931,038	\$2,847,037	\$955,695
<b>FULL TIME POSITIONS</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

#### **WORK PROGRAM:**

Provide support to the Police Department in the form of training, internal affairs, and personnel recruitment and hiring.

#### **PROGRAM ACTIVITIES:**

- Coordinate all department training.
- Recruit new employees.
- Organize testing programs and conduct POST mandated pre-employment investigations.
- Investigate citizen complaints.

#### **SIGNIFICANT CHANGES:**

- A total of 1.0 full-time was moved within the Police Department to better reflect staffing needs.

**PROGRAM:** COMMUNICATIONS CENTER  
**FUND:** GENERAL  
**PROGRAM GROUP:** POLICE

ACCT NO. 0012144

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$2,105,246	\$2,082,553	\$2,162,195	\$2,233,148
MAINTENANCE & OPERATIONS	172,999	177,293	177,793	175,930
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,278,245	\$2,259,846	\$2,339,988	\$2,409,078
<b>FULL TIME POSITIONS</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

#### WORK PROGRAM:

Provide public safety communications including answering 9-1-1 and other calls and dispatching appropriate emergency personnel.

#### PROGRAM ACTIVITIES:

Provide routine and emergency public safety communications service.

#### WORKLOAD STATISTICS:

	<u>CY2007</u>	<u>CY2008</u>	<u>CY2009</u>	<u>CY2010</u>	<u>CY2011</u>
Police Activities	94,126	94,492	94,678	97,414	93,248
9-1-1 calls	27,670	27,049	28,460	29,869	30,076
Total Phone Calls	187,443	179,165	171,111	164,724	160,179

#### SIGNIFICANT CHANGES:

- None



**PROGRAM:** INFORMATION TECHNOLOGY  
**FUND:** GENERAL  
**PROGRAM GROUP:** POLICE

ACCT NO. 0012147

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$0	\$0	\$0	\$379,853
MAINTENANCE & OPERATIONS	0	0	0	1,809,722
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$0	\$0	\$0	\$2,189,575
<b>FULL TIME POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

#### WORK PROGRAM:

Provide information technology support to the Police Department.

#### PROGRAM ACTIVITIES:

- Maintain and develop the department's automated systems such as CAD, ARJIS, and the microcomputer network.
- Implement and install new technology.

#### SIGNIFICANT CHANGES:

- Information Technology was formerly part of the Support Operations division.
- A total of 3.0 full-time were moved within the Police Department to better reflect staffing needs.

**PROGRAM:** POLICE ASSET FORFEITURE  
**FUND:** ASSET FORFEITURE  
**PROGRAM GROUP:** POLICE

ACCT NO. 1212110, 1222110

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	60,200	15,368	81,535	23,000
CAPITAL OUTLAY	39,219	0	74,723	12,775
GRAND TOTAL	\$99,419	\$15,368	\$156,258	\$35,775
<b>FULL TIME POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

#### WORK PROGRAM:

The City of Carlsbad periodically receives forfeited funds and assets as a result of the Police Department's narcotics enforcement efforts. These funds are restricted by statute for use by the Police Department only and cannot be used to supplant existing budgets.

#### SIGNIFICANT CHANGES:

- Proposed purchases for FY 2012-13:
  - Narcotic detection training for canine
  - Purchase of additional DVR storage for public safety facility video surveillance

**PROGRAM:** CITIZENS OPTION FOR PUBLIC SAFETY  
**FUND:** COPS GRANT  
**PROGRAM GROUP:** POLICE

ACCT NO. 123XXX

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$126,700	\$88,497	\$0	\$110,388
MAINTENANCE & OPERATIONS	2,270	1,950	0	0
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$128,970	\$90,447	\$0	\$110,388
<b>FULL TIME POSITIONS</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

#### **WORK PROGRAM:**

This is the fourteenth year the city has received funding from the Citizens Option for Public Safety (COPS) grant program. This program focuses on front-line police services.

#### **PROGRAM ACTIVITIES:**

- Identify problems and causes.
- Develop short-term and long-term solutions.
- Work in cooperation with citizens, community groups and other agencies.

#### **SIGNIFICANT CHANGES:**

- None

**PROGRAM:** POLICE GRANTS  
**FUND:** SPECIAL REVENUE  
**PROGRAM GROUP:** POLICE

ACCT NO. 124-125XXX

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$0	\$147,809	\$0	\$0
MAINTENANCE & OPERATIONS	0	6,920	0	0
CAPITAL OUTLAY	38,304	186,932	0	0
GRAND TOTAL	\$38,304	\$341,661	\$0	\$0
<b>FULL TIME POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### WORK PROGRAM:

The US Department of Homeland Security Operation Stonegarden is a program to enhance security along the borders of the United States by increasing law enforcement presence. Carlsbad will help increase security along San Diego's coastline and deny coastal egress routes to human and drug smuggling organizations. Funds will be used to reimburse Carlsbad for overtime, equipment and other expenses.

The US Department of Justice, Office of Justice Programs Congressionally Selected Award will provide the Police Department's new Safety Training Center with equipment including training props, protective gear, storage, firearm cleaning and maintenance supplies, tools, utility items, and AV equipment. It will also be used to upgrade the PRISM shooting simulation program.

A combination of State Homeland Security Grant and Urban Area Security Initiative funds will provide the Police Department with a new armored vehicle. The new vehicle meets industry standards, provides better protection for officers, can more effectively respond to incidents, and will be a regional asset that helps North County law enforcement effectively respond to acts of terrorism and other critical threats.

### SIGNIFICANT CHANGES:

- None



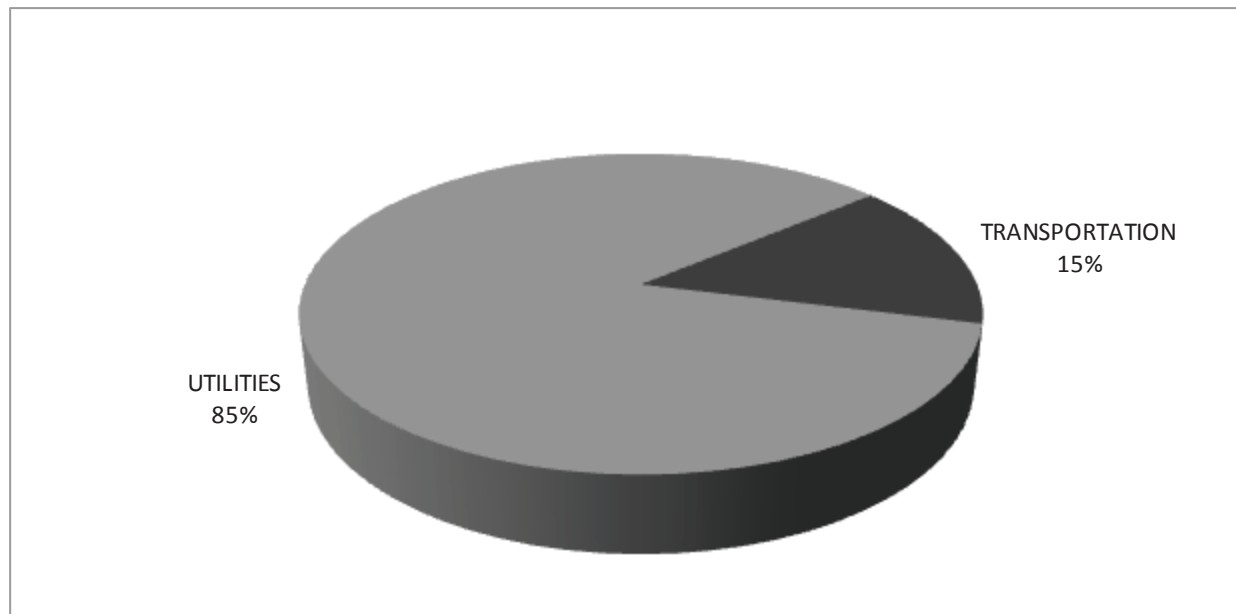




**PROGRAM:** PUBLIC WORKS  
**FUND:** VARIOUS  
**PROGRAM GROUP:** VARIOUS

**SUMMARY**

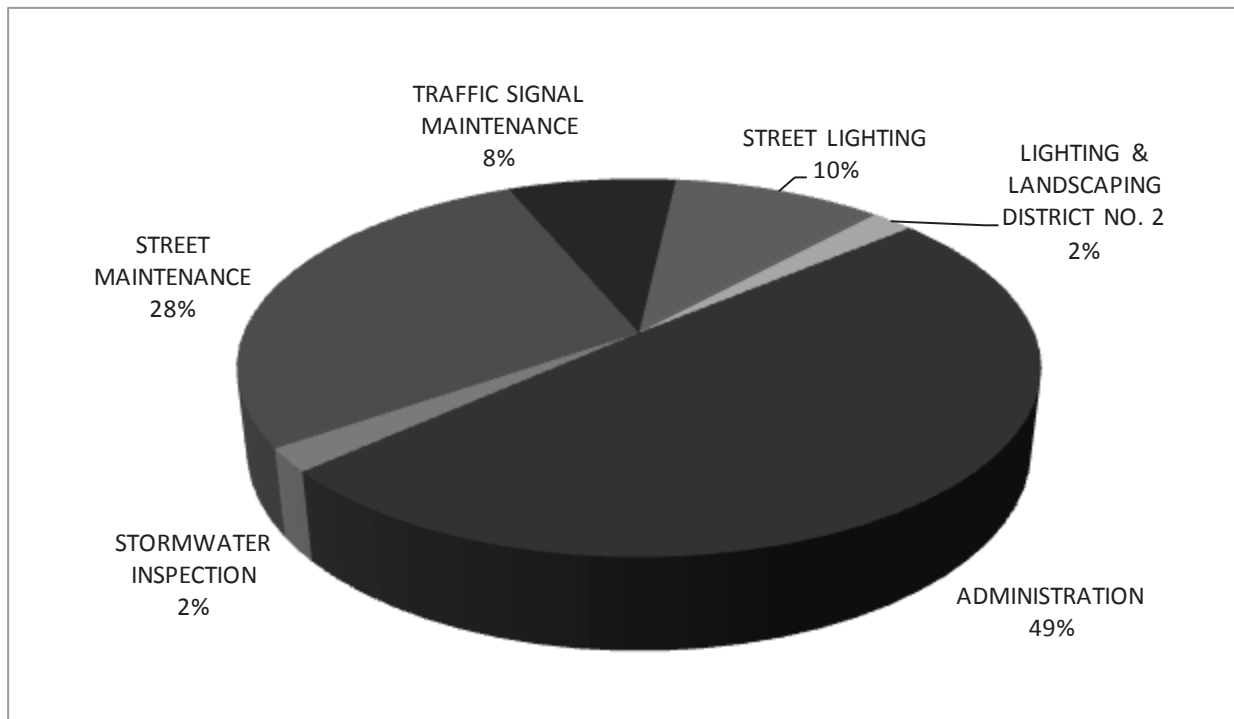
	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$12,027,292	\$12,481,161	\$13,246,125	\$13,214,777
MAINTENANCE & OPERATIONS	45,860,152	44,455,197	49,529,093	53,106,005
CAPITAL OUTLAY	346,416	108,073	11,710	0
GRAND TOTAL	\$58,233,860	\$57,044,431	\$62,786,928	\$66,320,782
<b>FULL TIME POSITIONS</b>	<b>134.30</b>	<b>127.95</b>	<b>122.95</b>	<b>122.05</b>
<b>HOURLY/FTE POSITIONS</b>	<b>2.20</b>	<b>1.70</b>	<b>2.00</b>	<b>2.00</b>



**PROGRAM:** TRANSPORTATION  
**FUND:** VARIOUS  
**PROGRAM GROUP:** TRANSPORTATION

**SUMMARY**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$6,461,130	\$5,503,828	\$6,024,526	\$5,918,342
MAINTENANCE & OPERATIONS	4,041,763	5,192,999	4,078,438	4,184,096
CAPITAL OUTLAY	22,745	75,510	0	0
<b>GRAND TOTAL</b>	<b>\$10,525,638</b>	<b>\$10,772,337</b>	<b>\$10,102,964</b>	<b>\$10,102,438</b>
<b>FULL TIME POSITIONS</b>	<b>62.35</b>	<b>58.40</b>	<b>54.40</b>	<b>54.40</b>
<b>HOURLY/FTE POSITIONS</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>



**PROGRAM:** ADMINISTRATION AND CONSTRUCTION  
**FUND:** MANAGEMENT & INSPECTION  
**PROGRAM GROUP:** GENERAL  
TRANSPORTATION

ACCT NO. 0018010/0018110

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$4,292,565	\$3,355,213	\$3,890,526	\$3,815,362
MAINTENANCE & OPERATIONS	670,472	832,507	1,050,383	1,099,764
CAPITAL OUTLAY	17,295	75,510	0	0
GRAND TOTAL	\$4,980,332	\$4,263,230	\$4,940,909	\$4,915,126
FULL TIME POSITIONS	36.50	32.90	30.90	30.75
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00

## WORK PROGRAM:

The Transportation Department supports the City Council's goals by providing high-quality service in transportation engineering, general engineering municipal projects, project management, and construction inspection. The Transportation Department provides services to the public and other City departments through preparation and processing of planning, design, and construction of capital projects and performing traffic and transportation studies. The department is also responsible for ensuring that private development and public improvements are properly designed, constructed, and inspected while maintaining public safety and the well-being of the community.

## PROGRAM ACTIVITIES:

### Transportation and Administration Services:

Coordinate with all divisions to ensure accomplishment of City Council Goals and Objectives, provide administrative and clerical support to all divisions, ensure that the management reporting system is accurately maintained and generates all reports on schedule, and provide accurate records filed in a standardized and efficient manner.

### Asset Management and Programs

Coordinate the preparation of the annual update to the City's Capital Improvement Program, manage the ongoing implementation of the Finance Districts associated with the Calavera Hills, Robertson Ranch East, Bressi Ranch and La Costa Greens developments and assist developers with the formation of additional finance districts and reimbursement agreements. Update and maintain the City's inventory of the Water, Recycled Water, Sewer, Storm Drain and Transportation assets, prepare and deliver mapping products and complete analysis of asset inventory data for various customers. Coordinate the utilization of the asset inventory data with the City's maintenance management business systems and implement the development of an updated data base structure for the assets in conjunction with the Geographic Information System division. Update the city's American with Disabilities Act Plan for the public right-of-way.

### Engineering Design

Design citywide capital improvement projects including sidewalk and street improvements, pedestrian and bicycle facilities, prepare master plans, and conduct special studies and investigations. For each project a variety of services are provided including planning, preparation of final plans and specifications, investigations, technical engineering assistance, mapping, and administration and project management.

### Traffic Engineering and Traffic Signal Services

Review, investigate, analyze, and resolve a wide variety of traffic and transportation issues, concerns, complaints, and inquiries. Maintain records of collision reports, speed surveys, and traffic counts. Review and approve traffic control plans for construction and special events. Update the Traffic Monitoring Program yearly in accordance with the Growth Management Plan. Manage the Carlsbad Residential Traffic Management Program to reduce speeds and volumes on residential streets through a collaborative public outreach and input process on various traffic calming devices. Facilitate the Traffic Safety Commission public meetings. Implement the Traffic Signal Synchronization and Equipment Upgrade Program and manage the traffic signal operations via the Traffic Management Center at Faraday

**PROGRAM:** ADMINISTRATION AND CONSTRUCTION  
MANAGEMENT & INSPECTION  
**FUND:** GENERAL  
**PROGRAM GROUP:** TRANSPORTATION

**PAGE TWO**

ACCT NO. 0018010/0018110

### **PROGRAM ACTIVITIES (continued):**

to provide optimum traffic signal operations and efficient traffic flow through traffic signal timing. Provide resource assistance to other City departments on a wide variety of traffic issues.

#### Construction Management and Inspection and Stormwater Inspection

Perform construction management and inspection for capital improvement projects and private developments. Ensure construction of high-quality public improvements. Minimize inconvenience to the public while ensuring safe work sites.

### **KEY ACHIEVEMENTS FOR 2011-12:**

#### Transportation Administration

- Prepared a business plan for Streets Maintenance that performed an operational assessment, business process review, and work order effectiveness assessment.
- Completed a strategic plan for the department to focus service delivery on core services.
- Participated in developing a business intelligence system to improve the city's ability to provide business systems analysis and forecasts.

#### Projects Completed

- La Costa Avenue Interim Striping Plan.
- La Costa Avenue Long Term Community Vision Plan.
- Traffic Signal Program Phase 1; 55 traffic signals connected to the Traffic Management Center.
- Synchronized Palomar Airport Road, El Camino Real, Carlsbad Village Drive and Faraday corridors.
- Developed a twenty-four (24) street priority ranking list for the Carlsbad Residential Traffic Management Program.
- Developed a Livable Streets Project for Carlsbad Boulevard/State Street with a roundabout, sidewalk, bike lanes and a trail across the Buena Vista Lagoon.
- Identified traffic safety enhancements for Car Country Carlsbad in collaboration with the dealerships.
- Identified Complete and Livable Streets as a top trend in transportation that became a City Council priority.
- Installed speed feedback signs on Aviara Parkway and Batiquitos Drive to help reduce and enforce posted speed limits.
- Installed Audible Pedestrian Countdown Traffic Signal Heads at twenty-three (23) intersections to improve access and safety.

#### Design Completed

- Pavement Management Program Update and Citywide Street Assessment
- Calendar Year 2012 Slurry Seal and Pavement Overlay
- Calendar Year 2012 Concrete Replacement Project
- MUTCD Street Name Sign Replacement Project
- Beach Access Stair Repairs at Carlsbad Village Drive
- Carlsbad Village Drive Guardrail Replacement
- Traffic Signal at El Fuerte Street and Loker Avenue

#### Construction Completed

- Joint First Responder Kelly Drive Channel Repair
- Northwest Quadrant Storm Drain Program
- Corrugated Metal Pipe Replacement Program
- Leo Carrillo Ranch Barn Restoration
- Beech Avenue Sewer and Home Plant Lift Station
- Hosp Grove Park Access Road Repair
- Concrete Replacement Program
- Pavement Overlay Project
- Slurry Seal Project
- Beach Access Improvements
- Carlsbad Village Drive Guardrail Replacement
- Foxes Lift Station Rehabilitation
- Calavera Treatment Plant Demolition

**KEY ACHIEVEMENTS FOR 2011-12 (continued):**

- Installation of Audible Pedestrian Signals
- Replace six (6) actuators at Lake Calavera
- Lake Calavera Preserve EMP Grant Fencing
- Rancho Carrillo Water Seepage Drainage improvements
- Gateway and Innovation Recycled Water Pipelines

Private Development Inspections and Projects Completed

- Carlsbad Tract 99-20
- Army and Navy Academy
- ISIS Pharmaceuticals
- La Costa Oaks North Neighborhood 3.3 South
- La Costa Ridge Neighborhood 2.5
- La Costa Ridge Neighborhoods 2.3 and 2.4
- Opus West Lots 9 and 10
- Rancho Carrillo Village N
- Rancho Carrillo Village R

Grading Projects Completed

- Bob Baker Vehicle Storage Lot
- La Costa Ridge North Neighborhoods 2.23 and 2.4
- La Costa Ridge Neighborhood 2.5
- Ventana Real Lot 2
- Towers at Bressi Ranch
- Covelli Residence
- Madsen Duplex
- Daybreak Community Church
- Robertson Ranch PA 22
- ISIS Pharmaceuticals
- St. Elizabeth Seton Catholic Church
- La Costa Golf – Fairway 4 Slope Reconstruction

- Asset Management and Programs
- Facilitated the preparation of the annual update to the City's Capital Improvement Program.
- Completed the creation of the new database structure, loaded the existing data into the new database, and developed new data entry tools for use in conjunction with the new database structure.
- Produced a variety of atlas books and other mapping products for use by the Utilities, Transportation and Parks and Recreation Department design, maintenance and operations staff.
- Facilitated approval of a reimbursement agreement with the developer of Poinsettia Place in accordance with Bridge and Thoroughfare District #2 for the construction of a portion of Poinsettia Lane Reach E.

**KEY GOALS FOR 2012-13:**

Transportation Administration

- Prepare an Operational Assessment Report for the entire department to enhance delivery of core services.
- Participate in implementing a customer relations management system to improve delivery of core services and measuring performance metrics.
- Expand the business intelligence system to include performance measurements, project and contract management.

Transportation/Circulation

- Continue work that supports the completion of College Boulevard Reach A, Poinsettia Lane Reach E, and spot widening of El Camino Real.
- Monitor and evaluate traffic signal coordination timing on El Camino Real, Palomar Airport Road and Rancho Santa Fe Road, Cannon Road, and Carlsbad Village Drive west of Interstate Highway 5.
- Complete the Carlsbad ADA Transition Plan.
- Start the public outreach process with the first three residential neighborhoods on the priority ranking list for the Carlsbad Residential Traffic Management Program to identify traffic calming devices to be implemented.

<b>PROGRAM:</b>	<b>ADMINISTRATION AND CONSTRUCTION</b>	<b>PAGE FOUR</b>
	<b>MANAGEMENT &amp; INSPECTION</b>	
<b>FUND:</b>	<b>GENERAL</b>	
<b>PROGRAM GROUP:</b>	<b>TRANSPORTATION</b>	<b>ACCT NO. 0018010/0018110</b>

### **KEY GOALS FOR 2012-13 (continued):**

- Implement pedestrian safety improvements on Carlsbad Boulevard between Tamarack Avenue and Carlsbad Village Drive.
- Implement Reach 1 of the Coastal Rail Trail including a roundabout at State Street/Carlsbad Boulevard intersection and bike lanes, sidewalk and a trail across the existing Buena Vista Lagoon bridge to connect the City of Carlsbad and City of Oceanside.
- Implement Phase II of the Traffic Signal Synchronization and Equipment Upgrade.
- Develop Livable and Complete Streets Program policies, goals and objectives along with identifying opportunities and projects to enhance our circulation system to all modes of transportation.
- Continue Work on the Carlsbad Boulevard Realignment Project.
- Complete Design of El Camino Real Widening Between Tamarack and Chestnut.
- Prepare Plans for 2013 Pavement Management Concrete, Slurry and Overlay Projects.
- Complete Design for Southbound Melrose to Westbound Palomar Airport Road right turn lane.
- Complete Design of Lincoln Street and Pine Avenue Sidewalk Improvements.
- Complete Design of Bridge Concrete Barrier Improvement on Carlsbad Boulevard.
- Complete the RFQ process for the on-call Master Agreement consultant contracts.

#### Asset Management and Programs

- Facilitate the preparation of the annual update to the City's Capital Improvement Program.
- Update to the City's component of the Regional Transportation Improvement Program.
- Complete the update to the City's American with Disabilities Act Plan For the public right-of-way.
- Initiate an update of the City's Traffic Impact Fee Program.
- Continue updating and refining the inventory of the City's Water, Recycled Water, Sewer, Storm Drain and Transportation assets.
- Support the implementation of technology that will enable the use of mobile solutions in conjunction with the creation, refinement and use of the asset inventory data in the field.

#### Construction Management and Inspection

- Provide Construction Management and Inspection Services for Transportation, Utilities, Fire, Police Library and Park and Recreation Projects.

### **SIGNIFICANT CHANGES:**

- Realigned the Transportation Department to create a traffic signal systems division without increasing budget or additional employees.
- Reallocated 0.15 full time positions to other departments to better reflect workload.



**PROGRAM:** STORM WATER INSPECTION  
**FUND:** GENERAL  
**PROGRAM GROUP:** TRANSPORTATION

ACCT NO. 0018120

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$114,212	\$131,317	\$136,458	\$139,005
MAINTENANCE & OPERATIONS	90,712	60,291	92,954	98,837
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$204,924	\$191,608	\$229,412	\$237,842
FULL TIME POSITIONS	1.00	1.00	1.00	1.05
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

## WORK PROGRAM:

The Storm Water Inspection Division ensures compliance with National Pollutant Discharge Elimination System (NPDES) Urban Storm Water Permit No. 2007-0001 NPDES Permit, the new Construction General Permit; review and approve Storm Water Pollution Prevention Plans (SWPPP's) for construction projects and special events (Carlsbad Marathon, Jazz in the Parks, Spring/Fall Village Fairs, Carlsbad 5000, etc); inspect and enforce NPDES Permit requirements for construction projects and special events; annually inspect and verify maintenance and effectiveness of all permanent private storm water pollution prevention facilities installed since 2001.

## PROGRAM ACTIVITIES:

### Construction Project Storm Water Compliance

Transportation Department staff review and approve Construction SWPPP's for all private construction projects (building, grading and improvement projects) to ensure the provision of effective storm water pollution control measures. Transportation Department staff also inspects and enforces storm water pollution prevention compliance during construction activities.

### Special Event Storm Water Compliance

This program activity is required by the 2007 update to the NPDES Permit and additional requirements for special events were added to the Municipal Code in 2007. Promoters of special events in the City are required to prepare and submit for City approval special event SWPPPs describing measures to identify and prevent pollutants from entering the City's environmentally sensitive areas. Transportation Department staff review and approve the special event SWPPPs prior to each special event and ensure compliance during the special events. Post event inspection of the venue also takes place by Transportation Department staff.

### Annual Storm Water Facility Inspection Program

This program activity is required by the 2007 update to the NPDES Permit. Transportation Department staff is required to annually inspect all permanent private storm water pollution control facilities installed since 2001. Additionally, Transportation Department staff are required to administer a program requiring the owners of all private storm water pollution control facilities to verify the maintenance and effectiveness of each facility located on their property.

### Annual City Storm Water Reporting

Transportation Department staff is required to prepare reports describing City compliance with the Transportation Department Storm Water Program activities for inclusion in the annual Jurisdictional Urban Runoff Management Program ("JURMP") Report to be submitted to the SDRWQCB pursuant to NPDES Permit requirements.

### **KEY ACHIEVEMENTS FOR 2011-12:**

- Conducted required on-site inspections of all private development and construction sites to ensure Storm Water Program compliance.
- Attended the StormCon Conference to acquire skill and understanding in eighty (80) sessions and topics including the new Construction General Permit, BMP Effectiveness Assessment, Regulations and Policies, Stormwater Treatment and other related topics.
- In the report submitted to the Regional Water Quality Board on September 11, 2011, for the previous year, the required number of inspections for active construction sites was exceeded; 1,016 inspections were conducted which exceeds the 940 inspections required for the wet and dry seasons.
- TCBMP inspections were completed prior to the end of the rainy season.
- Issued two administration citations to TCBMP responsible parties and fined them for non-compliance issues.
- Attended the annual CASQA conference to acquire skill and understanding of Stormwater Management.
- Attended Maintaining LID in San Diego to acquire skill and understanding in Best Management Practice Inspection and Maintenance Workshop; the workshop focused on new and proposed LID regulations, stormwater management devices, treatment control BMPs, inspection and maintenance requirements for BMPS and design and implementation strategies for minimizing BMP maintenance requirements.
- Continued internal review of the Treatment Control BMP Compliance Program improvements including: inspections, maintenance agreements, verification of maintenance requirements, improved departmental coordination, transfer of information during the approval process, and other issues related to treatment control BMP compliance.
- Established a Storm Drain Inventory Management Committee that meets quarterly to discuss issues related to storm drain maintenance, treatment control BMP inventory, GIS mapping and other topics related to tracking and managing structures within the cities storm drain conveyance system.
- Conducted inspections for special events as required by the Municipal Permit.

### **KEY GOALS FOR 2012-13:**

- Key staff to complete at least one Storm Water Certification Program.
- Continue process improvements for permanent private pollution control facility inspections, verifications and tracking.
- Develop assessment tools for NPDES activities.
- Continue to improve the permanent private pollution control facilities database.
- The Municipal Permit expired in January 2012. Significant changes in the new Municipal Permit require Transportation Department staff to review/update procedures and take on new work tasks.

### **SIGNIFICANT CHANGES:**

- A total of 0.05 full time positions were reallocated to other departments to better reflect workload.

**PROGRAM: STREET MAINTENANCE**  
**FUND: GENERAL**  
**PROGRAM GROUP: TRANSPORTATION**

ACCT NO. 0018210

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$1,815,366	\$1,776,709	\$1,756,118	\$1,707,721
MAINTENANCE & OPERATIONS	1,287,191	1,230,448	1,155,752	1,143,328
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$3,102,557	\$3,007,157	\$2,911,870	\$2,851,049
FULL TIME POSITIONS	22.35	22.00	20.00	19.95
HOURLY/FTE POSITIONS	1.00	0.00	0.00	0.00

**WORK PROGRAM:**

The Street Maintenance Division performs street and roadside maintenance to maximize the safety and circulation efficiency of the transportation system for vehicles and pedestrians.

**PROGRAM ACTIVITIES:**

Contract Management

Contract Management provides for contract design, inspection and support.

Roadside Maintenance

Roadside maintenance activities include weed abatement, debris hauling, brow ditch and drainage facility cleaning and repair, and handrail and guardrail maintenance.

City Sign Maintenance

City sign maintenance activities include for the fabrication, installation, and maintenance of all traffic, street name and special signs throughout the City.

Asphalt Maintenance

Asphalt maintenance includes crack sealing, surface patching, trench repair, pavement repairs, and pothole patching.

Paint Maintenance

Pavement markings include line striping, crosswalks and stop bars, pavement messages, and curb painting. Also included are painting retaining walls, handrails, guardrails and graffiti removal on public property.

**KEY ACHIEVEMENTS FOR 2011-12:**

- Completed inventory of all street name signs required to be replaced in order to conform to new mandated Federal and State retro-reflectivity standards.
- Continued repair and replacement of concrete and tile in the Village Area.
- Continued development of the City's Program to address Federal and State mandated retro-reflectivity requirements for City signs.
- Revised Hansen work order system to capture costs for better comparison to outside service providers.

**KEY GOALS FOR 2012-13:**

- Begin replacement of all street name signs within the city in order to conform to new mandated standards.
- Complete inventory of all regulatory and warning signs to conform to new retro-reflectivity standards.
- Assess and repair or replace all damaged decorative tile within sidewalk areas in the Village Area.

**SIGNIFICANT CHANGES:**

- Reallocated 0.05 full time positions to other departments to better reflect workload.

**PROGRAM:** TRAFFIC SIGNAL MAINTENANCE  
**FUND:** GENERAL  
**PROGRAM GROUP:** TRANSPORTATION

ACCT NO. 0018220

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$87,955	\$93,469	\$92,800	\$94,071
MAINTENANCE & OPERATIONS	642,657	756,813	708,361	742,673
CAPITAL OUTLAY	5,450	0	0	0
GRAND TOTAL	\$736,062	\$850,282	\$801,161	\$836,744
FULL TIME POSITIONS	0.95	0.95	0.95	0.95
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

## WORK PROGRAM:

The Traffic Signal Maintenance Division is responsible for maintenance of the City's traffic signal system to maximize the safety and efficiency of the roadway system for vehicles and pedestrians.

## PROGRAM ACTIVITIES:

Signal maintenance activities include the department's timely response to traffic signal service requests. The Traffic Signal Program includes the design, and inspection related to the installation and modification of traffic signals and telecommunication equipment related to the Traffic Management Center. Staff assist with marking underground utilities in coordination of the Dig Alert System and administration of the City's Traffic Signal Maintenance Agreement.

## KEY ACHIEVEMENTS FOR 2011-12

- Installed wireless links from the Traffic Management Center to signal equipment on El Camino Real and Palomar Airport Road.
- Upgraded video detection equipment on El Camino Real and Palomar Airport Road.
- Upgraded emergency pre-emption equipment on El Camino Real and Palomar Airport Road.
- replaced deteriorating signal heads and framework with polycarbonate along Carlsbad Village Drive.
- Replaced deteriorated Type III Electric Service Pedestals.
- Continued the conversion of deteriorated illuminated street name signs to retro-reflective street name signs.
- Installed audible pedestrian push buttons at several locations to aid visually impaired pedestrians for safe crossing of busy roadways.
- Adopted new City standard for countdown style pedestrian crossings.
- Updated traffic-controllers on Palomar Airport Road and El Camino Real.
- Completed Phase I of the Traffic Signal Program, Capital Improvement Plan linking all traffic signals on El Camino Real and Palomar Airport Road to the Traffic Management Center.
- Updated traffic signal controller chips throughout the city.
- Implemented new traffic signal timing plans to improve traffic flow on El Camino Real, Palomar Airport Road and Faraday Avenue while updating pedestrian and vehicle clearance times to meet new standards.
- Upgraded all video detection equipment at all traffic signals along on El Camino Real and Palomar Airport Road
- Upgraded traffic signal cabinets at El Camino Real/Faraday Avenue; Palomar Airport Road/Paseo del Norte; and Carlsbad Village Drive/State Street.
- Install right-turn overlap for southbound right turn movement at El Camino Real to La Costa Avenue.
- Installed audible pedestrian and count on signal equipment at twenty-one (21) intersections.
- Adopted new City standard for countdown style pedestrian crossings.

**PROGRAM:** TRAFFIC SIGNAL MAINTENANCE  
**FUND:** GENERAL  
**PROGRAM GROUP:** TRANSPORTATION

**PAGE TWO**

**ACCT NO. 0018220**

**KEY GOALS FOR 2012-13:**

- Complete traffic signal upgrades on major thorough fares including traffic signal controller upgrades, video detection upgrades, connection to Traffic Management Center and signal coordination.
- Complete Phase II of the Traffic Signal Program CIP project on Cannon Road, College Boulevard, Rancho Santa Fe Road and Aviara Parkway to link all traffic signals along to the Traffic management Center, update signal controller chips and implement new signal timing plans to improve traffic flow.
- Construct a Traffic Management Center to more efficiently and effectively utilize the new state of the art technology upgrades to better serve, respond, and manage traffic flow and emergency situations.
- Assess the effectiveness of new video detection equipment along Palomar Airport Road and El Camino Real and recommend new standards for vehicle detection equipment.
- Upgrade emergency pre-emption equipment at all one hundred and seventy two (172) traffic signals in the City of Carlsbad.
- Continue to replace deteriorating signal heads and framework with polycarbonate along Carlsbad Village Drive.
- Replace deteriorated Type III Electric Service Pedestals.
- Continue conversion of deteriorated illuminated street name signs to retro-reflective street name signs.
- Replace green LED's installed prior to 2006.
- Install audible pedestrian push buttons at several locations to aid visually impaired pedestrians for safe crossing on busy roadways.

**SIGNIFICANT CHANGES:**

None.

**PROGRAM: STREET LIGHTING**  
**FUND: MAINTENANCE ASSESSMENT**  
**PROGRAM GROUP: TRANSPORTATION**

ACCT NO. 1626357

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$151,032	\$147,120	\$148,624	\$162,183
MAINTENANCE & OPERATIONS	1,136,253	2,120,895	854,141	863,238
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,287,285	\$2,268,015	\$1,002,765	\$1,025,421
<b>FULL TIME POSITIONS</b>	<b>1.55</b>	<b>1.55</b>	<b>1.55</b>	<b>1.70</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**WORK PROGRAM:**

Maintain the City's street lighting system to maximize the safety and circulation efficiency of the roadway system.

**PROGRAM ACTIVITIES:**

Street light maintenance activities include the department's timely response to street light repair requests, troubleshooting and/or repair of underground circuits and associated equipment, marking of underground utilities in coordination with the Dig Alert System, conducting night surveillance to identify and schedule needed repairs and the installation of technological advances.

**KEY ACHIEVEMENTS FOR 2011-12:**

- Completed the Inductive Light Retrofit Program for all City street lights.
- Completed the Street Light Retrofit Program whereby city-owned streetlights were converted to induction lighting resulting in significant reductions in energy costs.

**KEY GOALS FOR 2012-13**

- Complete billing adjustments to reflect energy savings.
- Resolve installation issues with Street Light Retrofit Program.

**SIGNIFICANT CHANGES:**

- Reallocated a total of 0.15 full time positions from other departments to better reflect workload.



**PROGRAM:** LIGHTING & LANDSCAPING DISTRICT NO. 2  
**FUND:** MAINTENANCE ASSESSMENT  
**PROGRAM GROUP:** TRANSPORTATION ACCT NO. 164XXXX

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	214,478	192,045	216,847	236,256
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$214,478	\$192,045	\$216,847	\$236,256
<b>FULL TIME POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

### WORK PROGRAM:

Lighting & Landscaping District No. 2 is for new developments in the City. It is to pay for the costs of streetlights, street trees and medians within those areas.

### PROGRAM ACTIVITIES:

Each development within District No. 2 will be considered a separate zone, with their own assessment based on the costs for that particular area of the City. The 11 zones in District No. 2 are Calavera Hills II, Kelly Ranch, the Oaks South, Thompson/Tabata, the Palomar Forum/Raceway, Bressi Ranch, the Greens, the Ridge, the Oaks North Industrial, Robertson Ranch (East Village), and the Oaks North Residential developments.

### KEY ACHIEVEMENTS:

Completed the Street Light Retrofit Program whereby city-owned streetlights were converted to induction lighting resulting in significant reductions in energy costs.

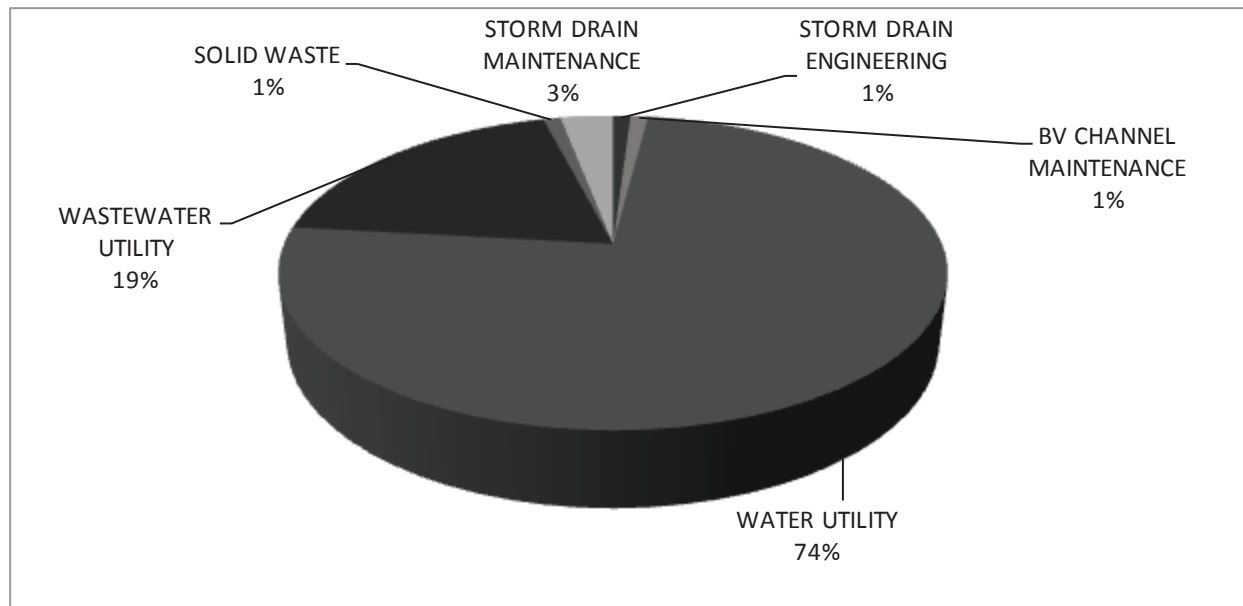
### SIGNIFICANT CHANGES:

None

**PROGRAM: UTILITIES**  
**FUND: VARIOUS**  
**PROGRAM GROUP: UTILITIES**

**SUMMARY**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$5,566,162	\$6,977,333	\$7,221,599	\$7,296,435
MAINTENANCE & OPERATIONS	41,818,389	39,262,198	45,450,655	48,921,909
CAPITAL OUTLAY	323,671	32,563	11,710	0
GRAND TOTAL	\$47,708,222	\$46,272,094	\$52,683,964	\$56,218,344
<b>FULL TIME POSITIONS</b>	<b>71.95</b>	<b>69.55</b>	<b>68.55</b>	<b>67.65</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.20</b>	<b>0.70</b>	<b>1.00</b>	<b>1.00</b>



**PROGRAM: STORM DRAIN ENGINEERING**  
**FUND: GENERAL FUND**  
**PROGRAM GROUP: UTILITIES**

**ACCT NO. 0016310**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$225,261	\$258,276	\$256,081	\$257,557
MAINTENANCE & OPERATIONS	54,331	2,304	25,236	23,926
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$279,592	\$260,580	\$281,317	\$281,483
<b>FULL TIME POSITIONS</b>	<b>1.85</b>	<b>1.90</b>	<b>1.90</b>	<b>1.95</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## **WORK PROGRAM:**

Storm Drain Engineering develops and updates the city's drainage master plan, evaluates the condition of existing storm drain channels, pipelines, and structures, prepares background information for all storm drain projects placed in the city's capital improvement program, designs, prepares plans and specifications, prepares studies and obtains environmental permits and monitors and reviews construction of storm drain improvement projects, maintains Engineering Standard Specifications and Drawings used for land development and city storm drain projects, works collaboratively with operation and maintenance staff in evaluating deficiencies in the city's storm drain system (capacity and condition), and coordinates concurrent activities with various city departments for construction and repair of storm drains and water quality improvements including implementation of treatment technologies and facilities. In addition, the department prepares plans, specifications, and reports for the resource agency.

## **PROGRAM ACTIVITIES:**

- Evaluate severely deteriorated pipelines annually and prepare plans and specifications for replacement projects as part of the Corrugated Metal Pipe Rehabilitation Program.
- Prepare and monitor annual maintenance contracts for Buena Vista Creek from Vista Way Bridge westerly to Jefferson Street Bridge.
- Initiate supplemental environmental review to support permits to continue maintenance activities for Buena Vista Creek Channel.
- Coordinate with Utilities Department staff to identify and prepare plans and specifications for the construction of new drainage facilities in order to prevent flooding.
- Replace deteriorated storm drains identified at various locations throughout the city.
- Install drainage improvements throughout the city.
- Implement improvements identified in the Drainage Master Plan.
- Coordinate the maintenance of detention and desiltation basins (public and private).
- Monitor, repair, permit and/or replace lined and unlined storm water channels.

## **KEY ACHIEVEMENTS FOR FY 2011-12**

- Repaired/replaced numerous storm drains throughout city to prevent flooding.
- Installed new storm drain or drainage facilities to prevent flooding throughout the city.
- Continued to pursue permits for Agua Hedionda Creek Channel improvements.

## **KEY GOALS FOR 2012-2013:**

- Develop project alternatives and funding for Kelly Drive Channel Replacement.
- Initiate studies for the permits to conduct storm drain maintenance activities in environmentally sensitive areas.

**PROGRAM:** STORM DRAIN ENGINEERING  
**FUND:** GENERAL FUND  
**PROGRAM GROUP:** UTILITIES

**PAGE TWO**

ACCT NO. 0016310

- Implement City Council recommendations for continuing to pursue all resource agency permits for Agua Hedionda and Calavera Creek Channels; complete plans and specification and supporting documentation and initiate improvements. Prepare plans and specifications for plant materials and installation of the mitigation site as required by resource agency permits.
- Continue Northwest Quadrant Storm Drain Replacement Program.
- Complete Phase 1 of the Corrugated Metal Pipe Replacement Program
- Initiate Phase 2 of the Corrugated Metal Pipe Replacement Program.
- Continue Buena Vista Creek Channel Maintenance program including certification of Supplemental Environmental Impact Report and initiation of permit applications.

**SIGNIFICANT CHANGES:**

Reallocated a 0.05 full time Senior Contract Administrator position to better reflect workload.

**PROGRAM:** BUENA VISTA CREEK CHANNEL MAINTENANCE  
**FUND:** MAINTENANCE ASSESSMENT  
**PROGRAM GROUP:** UTILITIES ACCT NO. 1636312

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$1,794	\$2,816	\$6,350	\$6,350
MAINTENANCE & OPERATIONS	79,419	82,036	287,161	126,880
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$81,213	\$84,852	\$293,511	\$133,230
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

### WORK PROGRAM:

The Buena Vista Creek Channel Maintenance Assessment District was created to ensure that adequate monies would be collected to administer and maintain the Buena Vista Creek from Jefferson Street easterly to Vista Way Bridge. Property owners are assessed annually and the revenues are placed in a fund to cover annual maintenance, mitigation, environmental permitting, monitoring and reporting, and major dredging of the creek.

### PROGRAM ACTIVITIES:

- Administration of the Buena Vista Channel Maintenance District, monitoring revenues and calculating fees.
- Maintaining a healthy channel through monitoring and periodic clearing of the overgrowth and silt within the channel.
- Removal of exotic growth and replant native vegetation as necessary.
- Clearing one-fifth of the north side of the channel every year.
- Compliance with CEQA and environmental permitting and permits

### KEY ACHIEVEMENTS FOR 2011-12:

Fiscal Year 2011-2012 was the third year of the second five-year maintenance cycle associated with the Buena Vista Creek maintenance project. Per the renegotiated Streambed Alteration Agreement, one-fifth of the channel length outside the coastal zone was cleared and exotic vegetation was removed from the entire channel. Staff also initiated the Supplemental Environmental Impact Report for the next cycle of clearing.

### KEY GOALS FOR 2012-13:

- Clear one-fifth of the channel length outside the coastal zone under the renegotiated Streambed Alteration Agreement.
- Certify Supplemental Environmental Impact Report.
- Obtain permits for next maintenance cycle.
- Solicit proposals and hire biological monitoring and maintenance contractor.

**PROGRAM: WATER OPERATIONS**  
**FUND: WATER ENTERPRISE**  
**PROGRAM GROUP: UTILITIES**

ACCT NO. 5016310/5026310

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$3,226,707	\$4,104,496	\$4,217,834	\$4,177,486
MAINTENANCE & OPERATIONS	32,293,137	30,633,808	34,729,102	38,158,932
CAPITAL OUTLAY	230,733	17,768	11,710	0
GRAND TOTAL	\$35,750,577	\$34,756,072	\$38,958,646	\$42,336,418
FULL TIME POSITIONS	39.90	39.60	40.10	38.15
HOURLY/FTE POSITIONS	0.00	0.50	0.00	0.00

**PROGRAM GROUP DESCRIPTION:**

The Carlsbad Municipal Water District, a subsidiary district of the City of Carlsbad, providing potable water service to approximately 85% of the city. The District purchases 100% of its potable water as treated water from the San Diego County Water Authority. The District also supplies customers with recycled water from the District's Phase II Recycled Water Plant, and from recycled water purchased from the Leucadia Wastewater District and Vallecitos Water District.

**PROGRAM ACTIVITIES:**

Water Operations

- Provide operation and maintenance of the potable and recycled water reservoirs, pumping, regulating, and disinfection activities; collect water quality samples to ensure compliance with state and federal regulations, and provide emergency response services.

Water Construction/Maintenance

- Schedule and perform water system maintenance to ensure a safe and efficient water distribution system, and provide emergency response services and repairs.

Meter Services

- Collect water customer usage data for utility billing to ensure financial viability of the District through timely and accurate revenue collections; provide customer service for water utility customers; and, install, replace and maintain water meters.

Cross-Connection Control

- Implement and enforce cross-connection control and backflow prevention of potable and recycled water systems to ensure a safe supply of potable water and compliance with state and federal regulations.

**PERFORMANCE/WORKLOAD MEASURES:**

Water Losses

- Annual water loss not to exceed 6% as set by the California Department of Water Resources. Industry wide, distribution system losses commonly range between 6% and 15%. The American Water Works Association recommends that the loss after treatment be maintained at 10% or less.

Fiscal Year	Water Loss	Cost per Acre-foot
2007-08	5%	\$ 1,304
2008-09	6%	\$ 1,440
2009-10	6%	\$ 1,797
2010-11	5%	\$ 1,987



## PERFORMANCE/WORKLOAD MEASURES (continued)

### Potable Water Quality

- Benchmark: Ninety-eight percent (98%) of bacteria samples free of coliform bacteria as adopted by the city's Performance Measurement Team. The state requirement is that less than 5% of all samples collected during any month are total coliform-positive.

Fiscal Year	No. Samples Collected	Percent Bacteria-Free
2003-04	1,752	99.9%
2004-05	1,724	99.8%
2005-06	1,719	99.9%
2006-07	1,716	100.0%
2007-08	1,601	99.8%
2008-09	1,590	100.0%
2009-10	1,560	100.0%
2010-11	1,559	99.9%

### Water Service Delivery

- The ratio of total leaks and breaks compared to the total water pipe in the system. This measure is calculated by dividing the total number of leaks and breaks during the reporting period by the total miles of pipe in the water distribution system and multiplying the result by 100. The benchmark is to not exceed the national average rate of 32.7 as reported by the American Water Works Association.

Fiscal Year	Potable Water System Integrity Rate	Recycled Water System Integrity Rate
2007-08	30.4	0
2008-09	29.1	7.8
2009-10	28.4	1.3
2010-11	26.4	7.8

## KEY ACHIEVEMENTS FOR FY 2011-12:

- Replaced 5,104 water meters with remote reading capabilities and completed over 340,000 water meter reads.
- Participated in the planning of the desalination delivery regime.
- Participated in the community events such as the Agua Hedionda World Water Day and the Citizen's Academy.
- Reduced electrical and chemical costs through equipment upgrades and operational changes.
- Negotiated with vendors for services and materials to reduce costs.
- Reduced costs by implementing automated water turn off notification system.
- Improved efficiencies by re-sequencing meter routes and making schedule revisions.
- Reduced costs by initiating in-house meter exchange program.
- Continue to work with regulatory agencies to address regulatory issues and requirements.
- Continued to provide reliable water service that met all regulatory requirements to over 28,000 services.
- Completed NCTD Double tracking pipeline relocations.
- Design was completed on the Santa Fe II Site drainage and crib wall repairs.
- Awarded contract to make repairs and recoat the interior and exterior of the D1 and D2 tanks.
- Completed SCADA modifications at the CWRF.
- Executed desalinated water local supply purchase agreement with the San Diego County Water Authority.
- System additions:
  - 4.2 miles of water mains were added to the system.
  - 217 water valves were added to the system.
  - 52 fire hydrants were added to the system.
  - 111 meters and water services were added to the system.

**PROGRAM:** WATER OPERATIONS  
**FUND:** WATER ENTERPRISE  
**PROGRAM GROUP:** UTILITIES

**PAGE THREE**

ACCT NO. 5016310/5026310

**KEY GOALS FOR FY 2012-13:**

- Continue implementation of Automated Meter Reading Program.
- Complete Environmental Impact Report related to the Water and Recycled Water Master Plans.
- Identify customer base for expansion of recycled water system.
- Continue to partner with the Water Authority and surrounding agencies on a regional recycled water plan.
- Continue progress on Maerkle hydroelectric power generation facility.
- Review rate structure to fund operations and infrastructure replacement as well as re-establish reserve levels in accordance with Board policies.
- Continue to improve tracking and reporting capabilities.
- Continue to identify challenges and solutions.
- Continue to work with the appropriate State agencies to address regulatory issues and requirements.
- Improve CIP process and resource allocation to increase project completions.
- Adopt water and recycled water master plans.
- Obtain approval for the Recycled Water Phase III Project.
- Prepare Asset Management Plan.
- Complete cathodic protection improvements.
- Recoat Ellery, Elm, and Skyline steel tanks.

**SIGNIFICANT CHANGES:**

- Elimination of 1.0 full time Meter Worker position as a result of AMR implementation.
- Reallocated 0.60 full time positions to other departments to better reflect workload.

**PROGRAM: WASTEWATER OPERATIONS**  
**FUND: WASTEWATER ENTERPRISE**  
**PROGRAM GROUP: UTILITIES**

ACCT NO. 5116310

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$1,617,432	\$2,077,545	\$2,146,916	\$2,216,583
MAINTENANCE & OPERATIONS	8,309,247	7,475,017	8,911,208	9,119,432
CAPITAL OUTLAY	77,072	14,795	0	0
GRAND TOTAL	\$10,003,751	\$9,567,357	\$11,058,124	\$11,336,015
<b>FULL TIME POSITIONS</b>	<b>24.00</b>	<b>22.10</b>	<b>20.60</b>	<b>21.15</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>

**PROGRAM GROUP DESCRIPTION:**

The Wastewater Division operates and maintains the sanitary sewer system which covers approximately 65% of the geographic area of the city. Sewage is treated by the Encina Wastewater Treatment Plant, a facility jointly owned by the cities of Carlsbad and Vista, the Leucadia County Water District, the Vallecitos Water District, the Buena Vista Sanitation District, and the Encinitas Sanitary District.

**PROGRAM ACTIVITIES:**

Sanitation Operations

- Provide operation, maintenance and inspection of the 14 sanitary sewer system lift stations and wet wells to ensure compliance with state and federal regulations.

Sanitation Collections

- Provide cleaning and inspection of approximately 288 miles of sanitary sewer system conveyance main lines and associated access holes to ensure proper system performance and compliance with state and federal regulations.

**PERFORMANCE MEASURES:**

Sewer Cost Efficiency

Fiscal Year	Expenses	Annual Flow (MG)	\$/MG
2004-05	\$3,992,462	2,688	\$1,485
2005-06	\$3,766,058	2,416	\$1,559
2006-07	\$5,346,096	2,486	\$2,150
2007-08	\$6,354,547	2,906	\$2,187
2008-09	\$6,948,887	2,595	\$2,678
2009-10	\$6,852,857	2,590	\$2,646
2010-11	\$6,806,434	2,762	\$2,464

**PERFORMANCE MEASURES (continued):**

Sewer System Reliability

This measure is an indication of the collection system piping condition and the effectiveness of routine maintenance. This measure is calculated by dividing the total number of sewer overflows during the reporting period by the total miles of pipe in the sewage collection system and multiplying the result by 100.

Fiscal Year	No. of Overflows	Total Miles of Sewer Pipes	Rate per 100 Miles
2004-05	11	254	4.33
2005-06	7	260	2.69
2006-07	13	265	4.90
2007-08	7	284	2.46
2008-09	4	284	1.40
2009-10	6	288	2.08
2010-11	3	288	1.04

**KEY ACHIEVEMENTS FOR 2011-12:**

- Continued rehabilitation of sewer lines in the system.
- Created a more efficient Sewer Cleaning Program to include additional work, such as lifting buried manholes.
- Completed revisions to the Sewer System Management Plan.
- Collaborated with Utilities Engineering to create larger, more cost effective rehabilitation contracts for required repairs.
- Established El Fuerte lift station flows into the Buena outfall.
- Rehabilitated the wetwell @ Foxes lift station and four manholes upstream of the station.
- Awarded contract and anticipate completion of construction of a parallel 24-inch diameter sewer forcemain along Buena Vista Lagoon by July 2012. This project will provide capacity and increase reliability in pumping wastewater from the Buena Vista Lift station.
- Awarded contract and anticipate completion of demolition of the 2 MGD Calavera Hills Wastewater Treatment Plant.
- Completed sewer pipeline replacements at Hemlock Avenue, Beech Street, Homeplant influent trunk sewer, Buena Interceptor at EWPCF, and North Agua Hedionda Inverted siphons.
- Completed sewer pipeline relocations to accommodate NCTD double track project, and at Tamarack Avenue.
- Awarded contract for sewer rehabilitation of the 39-inch diameter Occidental Interceptor sewer, with completion estimated in June 2012.
- Completed designs for the Vancouver sewer Extension and the Terramar Lift Station construction.

**KEY GOALS FOR 2012-13:**

- Continue creation of a condition assessment priority list of collection lines that are in need of repair.
- Realign sewer pipeline in order to facilitate removal of Vancouver lift station.
- Obtain permits to enter easements within habitat areas in the sewer service area and conduct maintenance activities.
- Adopt sewer master plan.
- Prepare Asset Management Plan.
- Complete construction of Terramar Lift Station.
- Begin construction of Vista/Carlsbad Interceptor Sewer Replacement reaches VC11,12,13, 14 and 15, and Agua Hedionda Lift Station.
- Replace Home Plant lift station.

**SIGNIFICANT CHANGES:**

- Reallocated .055 full time positions from other departments to better reflect workload.

**PROGRAM: SOLID WASTE MANAGEMENT**  
**FUND: SOLID WASTE ENTERPRISE**  
**PROGRAM GROUP: UTILITIES**

ACCT NO. 520XXXX

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$79,091	\$69,577	\$94,168	\$110,886
MAINTENANCE & OPERATIONS	418,044	336,252	477,088	477,535
CAPITAL OUTLAY	14,401	0	0	0
GRAND TOTAL	\$511,536	\$405,829	\$571,256	\$588,421
<b>FULL TIME POSITIONS</b>	<b>0.80</b>	<b>0.90</b>	<b>0.90</b>	<b>1.10</b>
<b>HOURLY/FTE POSITIONS</b>	<b>0.20</b>	<b>0.20</b>	<b>0.00</b>	<b>0.00</b>

## WORK PROGRAM:

The Solid Waste Division of the Utilities Department administers and monitors the solid waste contract and the Palomar Transfer Station agreement, and is responsible for the waste reduction and recycling components of the Source Reduction and Recycling Element and Household Hazardous Waste Element to comply with state mandated AB939 and SB1016 diversion and disposal requirements.

## PERFORMANCE MEASURES:

### Customer Satisfaction

- Ninety three percent (93%) are satisfied with trash collection services based on Fiscal Year 2011 results.
- Eighty four percent (84%) are satisfied with recycling collection services based on Fiscal Year 2011 results.

### Cost Efficiency

- Commercial rates are the lowest when compared to our benchmark partners. Residential rates are the lowest when compared to our benchmark partners. The benchmark is to be within the lowest one-third of service providers in San Diego County; Carlsbad has continued to attain that position.
- New Solid Waste rates will be effective on July 1 2012, which are tied to a new Solid Waste Agreement with Waste Management. The new rates for both commercial and residential customers will continue to be within the benchmark of the lowest one-third for San Diego County cities.

### Disposal Rate

- The 2010 disposal rate (pounds per person per day) as reported to CalRecycle is 5.6, well below the maximum target of 8.4.
- Carlsbad has seen decreases in the disposal rate every year since the pounds per person per day metric began being used in 2007, from a high of 7.0 in 2007 to the current 2010 rate of 5.6.

## PROGRAM ACTIVITIES:

### Solid Waste

- Administer and monitor the solid waste contract.
- Review tonnage and revenue reports from authorized collector for accuracy.
- Coordinate solid waste activities with the Countywide Technical Advisory Committee.
- Provide outreach and education to the public about the solid waste programs.
- Ensure proper collection and disposal of solid waste generated in the city.
- Continue to look at improved solid waste services while keeping rates in the lowest one-third for San Diego County cities.
- Prepare and submit required annual disposal rate reports to CalRecycle as required by SB 1016.

**PROGRAM:** SOLID WASTE MANAGEMENT  
**FUND:** SOLID WASTE ENTERPRISE  
**PROGRAM GROUP:** UTILITIES

**PAGE TWO**

**ACCT NO. 520XXXX**

## **PROGRAM ACTIVITIES continued:**

### Recycling/Diversion

- Prepare state and county grant applications.
- Manage drop off, door-to-door and annual one day event programs and provide residential education of the programs.
- Attend regional recycling meetings and coordinate city efforts with other agencies.
- Coordinate and monitor all recycling programs.

## **KEY ACHIEVEMENTS FOR 2011-12:**

- Developed solid waste contract options for City Council consideration.
- Successfully completed negotiations for a new solid waste hauling contract and amended transfer station agreement. The new ten-year solid waste hauling contract will commence on July 1, 2012 and will include numerous best practice enhancements, such as single-stream recycling, fully automated collection, on-call bulky item pickup, and curbside electronic waste collection.
- Completed update of the Solid Waste Ordinance (Chapter 6.08 of the Carlsbad Municipal Code) to reflect changes in solid waste services.
- Used grant monies as the sole funding source to purchase and install four new Big Belly solar powered compactors and recycling units at Carlsbad parks.
- Met the Disposal Rate target.
- Held sixth annual special collection event for Household Hazardous Waste.
- Completed several City Council presentations regarding solid waste hauling options.
- Continued to review special event applications for compliance with solid waste and recycling best practices.

## **KEY GOALS FOR 2012-13:**

- Monitor and analyze outcome of the new solid waste services agreement.
- Encourage commercial customers to comply with the Mandatory Commercial Recycling requirement (AB 341).
- Improve disposal rate (pounds per person per day).
- Improve household hazardous waste event participation.

## **SIGNIFICANT CHANGES:**

Reallocated 0.20 full time positions from other departments to better reflect workload.



**PROGRAM: STORM DRAIN MAINTENANCE**  
**FUND: SOLID WASTE ENTERPRISE**  
**PROGRAM GROUP: UTILITIES**

**ACCT NO. 5216310**

	2009-10 ACTUAL	2010-11 ACTUAL	2011-12 BUDGET	2012-13 BUDGET
PERSONNEL	\$415,877	\$464,623	\$500,250	\$527,573
MAINTENANCE & OPERATIONS	664,211	732,781	1,020,860	1,015,204
CAPITAL OUTLAY	1,465	0	0	0
GRAND TOTAL	\$1,081,553	\$1,197,404	\$1,521,110	\$1,542,777
FULL TIME POSITIONS	5.40	5.05	5.05	5.30
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

## WORK PROGRAM:

The Storm Drain Maintenance Division ensures that the city's storm drain system is inspected, cleaned and maintained. This division also responds when there is a threat to the storm drain system, or the surrounding lagoons and ocean outfalls, such as a fuel spill or illicit connection to the storm drain.

## PROGRAM ACTIVITIES:

In accordance with the National Pollutant Discharge Elimination System Urban Storm Water Permit, the Storm Drain Maintenance division is responsible for the inspection and removal of waste from the city's storm drain system each year, with record keeping of inspections and amount of materials removed. In addition, the Storm Drain Maintenance Program manages a street sweeping contract to reduce material accumulation in the Municipal Separate Storm Sewer System (MS4), contracts with outside vendors to remove solid waste and bulky items citywide, and to clean the MS4 on a regular basis and during incidents. The department also manages and monitors cleanup on public property of all nonhazardous materials.

## KEY ACHIEVEMENTS FOR 2011-12:

- In, 2011-12 the division utilized a matrix of in-house services and outside contracts to remove over 65 tons of sediment, silt and debris from under sidewalk drains, outfalls and trapezoid channels.
- Received an excellent rating from D-max during the annual inspection of the municipal yard. This is an annual inspection that is required by the San Diego Regional Water Quality Control Board.
- Revised the process to continuously and accurately update the GIS mapping system.
- Improved the accuracy of the asset inventory of storm drain outfalls and under sidewalk drains.
- Completed five storm drain infrastructure contracts to update and repair structures and pipelines.
- Received "A" ratings in summer and winter months from the Heal the Bay organization.

## KEY GOALS FOR 2012-13:

- Continue to work with GIS to update the storm drain inventory.
- Continue to improve the storm water runoff quality at the municipal yard with new BMPs.
- Establish process for permitting easement maintenance activities in environmentally sensitive areas.
- Work with other city departments to interpret the new San Diego Regional Water Quality Control Board's NPDES Permit which is anticipated in January 2013.
- Provide input to other city departments to establish a new Jurisdictional Urban Runoff Management Plan "JURMP" for the City to comply with the requirements of the new NPDES permit.

## SIGNIFICANT CHANGES:

Reallocated 0.25 full time positions from other departments to better reflect workload.

















## **2012-13 CAPITAL IMPROVEMENT PROGRAM**

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### **OVERVIEW**

The City of Carlsbad Capital Improvement Program (CIP) is a planning document that outlines the expenditure plan for future capital projects and the corresponding revenues to pay for those expenditures. The CIP is a financial planning document, not a commitment for spending. All construction costs are estimates and are reviewed and further refined each year. Spending authorization is given only at the time the City Council formally adopts the proposed budget, and, at that time, funds are only appropriated for the following fiscal year. Information is shown in subsequent years to provide the most comprehensive overview of all the known future facilities the City of Carlsbad plans to construct.

The Fiscal Year (FY) 2012-13 Capital Improvement Program outlines approximately \$28.9 million in new appropriations to provide additional funding for the continuation of existing projects as well as funding for new projects. Projected revenues during the same fiscal year are estimated at \$35.5 million. Revenues are collected as building permits are issued; as the need for facilities arises, the money is used to fund the new facilities. As the city continues to grow and develop, there is a corresponding increase in the demand for development-related services and new facilities. To ensure that the necessary infrastructure and facilities are built on a schedule that meets or exceeds this demand, the citizens of Carlsbad adopted a Growth Management Plan in 1986. The Growth Management Plan states that unless a standard level of facilities is available to meet new demands resulting from the city's growth, development cannot proceed. This Plan is the foundation for making decisions about the timing and prioritization of the capital projects under consideration. A discussion of the city's Growth Management Plan is located at the end of this report. The remainder of the report explains the process and the results of the city's plan for its capital facilities.

Proposition C was approved by the voters of Carlsbad in November 2002. It allowed the City to expend over \$1 million (per project) of city funds to help finance the following projects:

- City/Safety Training Center
- A portion of Cannon Road – East of College (Reach 4)
- Trails and Open Space
- A Swimming Pool Complex

After the voters approved the ballot initiative, the city set aside \$35 million for Proposition C projects. Currently, \$16.2 million has been appropriated for Alga Norte Park, \$13.7 million has been appropriated for the Joint First Responders Training Facility, and \$100,000 is allocated for design of a City Administrative Training Facility. The balance of approximately \$5 million has been allocated to Trails and Open Space.

It is still anticipated that the city will continue to meet its growth management standards. This reflects the Council's continued commitment to construct the facilities as needed to serve the current and anticipated development occurring throughout the city.

### **PROJECT EVALUATION**

What is the definition of a CIP project? Projects that are shown in the CIP are generally defined as any construction (or reconstruction/replacement) of major infrastructure such as streets, libraries, parks, fire stations and administrative facilities, water, sewer and drainage facilities, and other facilities that are located on or in the ground. In most cases, the total construction cost of each of these assets is recorded and tracked as part of the City's inventory of capital infrastructure assets and other city-owned property.

## 2012-13 CAPITAL IMPROVEMENT PROGRAM

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The CIP and the Operating Budget are integral parts of the total city financing plan. Staff began the process by evaluating the construction schedules for city facilities in conjunction with the workload of the staff needed to complete the projects. Staff also met with the City Council to identify their priorities. In the FY 2012-13 CIP, there are approximately 265 continuing and new projects planned in the next 15 years. All projects were analyzed using the criteria shown in the table. Project timing was reviewed, and an evaluation of the availability of capital construction funds as well as operating funds was then factored into the evaluation process.

### **CAPITAL PROJECTS**

Project Ranking Criteria	
1.	Is the project required to ensure the health and safety of the citizens, as the result of a legal mandate, or to maintain compliance with the City's Growth Management Plan? Are operating funds available to operate the facility?
2.	Is the project needed soon for growth management compliance?
3.	Is the project needed now for other City standards (example: ball field standards)?
4.	Does the project complete or provide part of the basic infrastructure (example: a linking road segment)?
5.	Are there other reasons to construct the project (example: Council priority, timing or funding opportunity, public demand)?

The following two sections provide information about the major capital projects. The first section focuses on projects planned in the next five years, and the second section contains an overview of the entire expenditure plan through the FY 2026-27 (the next 15 years). All construction costs are estimates and only funding for projects scheduled for FY 2012-13 is appropriated. The information shown in the future years reflect the most comprehensive snapshot of the known future facilities and their associated cost at this point in time.

### **THE NEXT FIVE YEARS**

#### **PARK PROJECTS**

The city has planned a number of park projects over the next five years which will enhance the recreational opportunities for Carlsbad's residents and allow the city to meet the standards for park acreage as set forth in the growth management plan. Some of the more significant projects are listed below.

Alga Norte Community Park and Aquatic Center – The park site is located on 32 acres in the Southeast Quadrant along Poinsettia Lane between El Camino Real and Alicante Road.

Amenities include:

- A 56 meter Olympic sized competition pool with viewing bleachers
- A 25 meter, 12 lane swim instruction pool
- A 10 by 25 foot therapeutic pool with jets
- A 22 foot diameter 6 inch deep kids pool
- A "spray-ground" play area for young children
- Three lighted softball/baseball fields
- One lighted full basketball court and one half court
- Batting cages and a concession stand at the ball fields
- Picnic areas with barbecues
- Playground with 100 percent universally accessible play equipment
- An off-leash dog park divided into areas for larger and smaller dogs, including obstacle course-type play equipment
- An 18,500-square-foot lighted skate park that will include a "street course" section, an area with challenging elements for more skilled skateboarders and a beginners' area

## 2012-13 CAPITAL IMPROVEMENT PROGRAM

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The swimming pool complex was one of the projects approved by the voters through Proposition C in 2002. Construction of Phase 1 is expected to begin in the summer of 2012, at a total estimated cost of \$40 million.

Leo Carrillo Phase III – Phase III includes the renovation of additional buildings, construction of additional restrooms and an arboretum area. The total cost of the remainder of Phase III is approximately \$1.9 million and design is expected to begin in FY 2014-15.

### **CIVIC FACILITIES**



Civic facilities include a variety of facilities from which the city can offer its services to the public.

Fire Station No. 3 Relocation – Fire Station No. 3 is currently located at the corner of Chestnut and Catalina. As the city grows eastward, relocation of this station is needed to help ensure a six minute response time. The land was previously acquired in the Robertson Ranch site, and the remaining construction cost is

estimated at \$8.6 million.

Maintenance and Operations Center – The city has planned the construction of a Maintenance and Operations Center (M&O Center) to physically bring together the citywide maintenance functions into a single facility. The M&O Center will be located on the available property adjacent to the Fleet Maintenance/Public Safety Center. It is anticipated that the M&O Center will include offices and support space, workshops, outside storage, warehouse space and parking to accommodate the city's maintenance personnel. This combined group of maintenance functions may include segments of the Utilities, Transportation, Parks and Recreation, and Property and Environmental Management departments. The cost of the project is approximately \$28.1 million.

Facilities Maintenance – As the city facilities begin to age, maintenance and repair projects are needed to keep them in good condition. Four projects have currently been identified at a total cost of about \$700,000. Included are roof renovation and replacement projects, City Hall electrical upgrades, and exterior waterproofing at the Safety Center.

### **STREET PROJECTS**

Traffic congestion continues to be one of the top concerns among citizens. To help improve the flow of traffic throughout Carlsbad and to keep the city's streets in top condition, there are a number of street projects expected to be completed in the next five years. Some of the larger street projects include:



Traffic Signal Program – In keeping with the City Council's goal of improving traffic flow, the FY 2012-13 CIP includes additional funding of \$2.5 million for the Traffic Signal Program. This project will upgrade traffic signal hardware and software in conjunction with the creation of a communications network that will be used to manage traffic signal operations and thereby improve the flow of traffic.



Another area of focus is a concept called "complete streets" which encourages the use of street design to create a sense of place and community through green spaces, medians and signage, while encouraging a healthier, less vehicle dependent

## **2012-13 CAPITAL IMPROVEMENT PROGRAM**

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lifestyle. The City Council identified complete streets as a top priority. One project which incorporates these concepts could begin this fall with construction of a traffic circle “roundabout” along the northern end of Carlsbad Boulevard next to Buena Vista Lagoon, making it easier for vehicles, pedestrians and bicyclists to move through the intersection.

Avenida Encinas Widening – Widening to full secondary arterial standards along Avenida Encinas from Palomar Airport Road to just south of Embarcadero Lane is scheduled for design in FY 2014-15. The CIP includes \$5.4 million to fund this project in the next five years.

El Camino Real Widening – There are a number of projects that are scheduled over the next five years that will focus on the widening of El Camino Real to prime arterial roadway standards. The projects include widening from Cassia Road to Camino Vida Roble, Arenal Road to La Costa Avenue, Lisa Street to Crestview Drive and Tamarack to Chestnut. The total estimated cost for these projects is \$19.7 million.

Pavement Management – Carlsbad’s local streets are maintained on a regular cycle to ensure a good riding surface and to extend the life of the streets. Part of the maintenance program is the sealing and overlay of the existing street surface. In addition, any problem areas are addressed as they are identified. The FY 2012-13 CIP has \$3.7 million budgeted for this program.

Magnolia and Valley Sidewalk and Street Construction – Planned construction includes street widening and sidewalk improvements along portions of Valley Street and Magnolia Avenue in the vicinity of Carlsbad High School, Valley Middle School, and Magnolia Elementary School. The total cost is estimated at \$2 million.

### **WATER/WASTEWATER PROJECTS**

The city’s water and wastewater projects are vital to the continued health and welfare of its citizens. Most new lines are built and paid for by developers. As the city ages, it will become necessary to repair and replace the lines that already exist, and an increase in these projects is anticipated in future years. In the next five years additional funding, in excess of \$67 million is scheduled for these projects.

Vista/Carlsbad Interceptor & Agua Hedionda Lift Station Replacement – This project consists of a set of individual projects that will ultimately construct a parallel sewer interceptor system to accommodate existing and future sewer flows from the cities of Vista and Carlsbad. The individual projects include a main in Jefferson Street, replacement of the Agua Hedionda Lift Station, and a main from the lift station to the Encina Wastewater Facility. The overall total cost estimate for this set of projects totals \$55.1 million, of which an estimated \$17.3 million is to be funded by the City of Carlsbad, with the remainder of \$37.8 million to be funded by the City of Vista.

#### **Wastewater**

Other major wastewater facilities scheduled for construction or replacement within the next five years include:

- Buena Interceptor Sewer Improvements
- Foxes Landing Lift Station and Forcemain
- Home Plant Lift Station Replacement and Forcemain
- Terramar Sewer Replacement
- Vancouver Sewer Extension

## **2012-13 CAPITAL IMPROVEMENT PROGRAM**

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### Water/Recycled Water Lines

Major water/recycled water facilities scheduled for construction or replacement within the next five years include:

- College Boulevard – Cannon to Badger Lane
- Maerkle Floating Cover Replacement and Pump Station Improvements
- Robertson Ranch Water Transmission Main
- Tri-Agencies Water Transmission Pipeline Replacement
- Reservoir Repair/Maintenance Program
- Recycled Water Service to South Carlsbad

### **DRAINAGE PROJECTS**

The city's drainage infrastructure plays an important role in handling storm water runoff flows, as well as maintaining the water quality of the city's creeks, lagoons and ocean. Carlsbad supports programs that will ensure that all water bodies within the city are safe and clean, and where possible, open to the public at all times. The system consists of drainage pipes 30-inches or larger in diameter, large concrete and rock lined channels, permanent sedimentation basins and miscellaneous large facilities. As the city continues to age, it will become necessary to repair and replace the lines that already exist. An increase in these projects is anticipated in future years.

Northwest Quadrant and Park Drive Drainage Improvements – The next five years include continued improvements to drainage systems in the older parts of Carlsbad, particularly the northwest quadrant, with an additional \$2.3 million programed.

### **CAPITAL PROJECTS THROUGH FISCAL YEAR 2026-27**

The CIP for FY 2012-13 to FY 2026-27 outlines approximately 129 continuing projects and 136 future projects for a total of 265 projects at a cost of approximately \$414.7 million as shown below:

<b>CIP Projects - All Future Project Costs</b>		
<b>Project Type</b>	<b>Percent</b>	<b>Total Cost</b>
Streets/Circulation	31%	127,786,201
Civic Projects	14%	59,869,011
Wastewater	18%	74,205,787
Parks	19%	77,935,602
Water	9%	38,830,200
Drainage	4%	16,447,965
Other (loans)	5%	19,622,799
<b>Total Future</b>	<b>100%</b>	<b>414,697,565</b>

Park and recreational facility construction and acquisition projects total approximately \$77.9 million, or 19 percent. During the next fiscal year, the Parks and Recreation Department is planning to reevaluate the future park needs in all quadrants of the city. Current projects planned are listed below, in addition to when the design and/or construction are expected to begin.



## 2012-13 CAPITAL IMPROVEMENT PROGRAM

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### PARK PROJECTS BY QUADRANT

#### **Citywide Park and Recreational Project**

Veteran's Memorial Park: FY 2023-27

Business Park Recreational Facility: FY 2023-27

#### **Northwest Quadrant**

Pine Avenue Park Community Building: FY 2023-27

#### **Northeast Quadrant**

Robertson Ranch Park Site Development: FY 2023-27

#### **Southwest Quadrant**

Poinsettia Park Community Building: FY 2018-22

Aviara Community Facility: FY 2023-27

#### **Southeast Quadrant**

Alga Norte Community Park: FY 2012-13

Alga Norte Community Park Phase II: FY 2018-22

Leo Carrillo Park Phase III: FY 2016-17

Aviara Community Facility – Located in the southwest quadrant of the city, this project includes the construction of an 18,000 square foot community facility that would include meeting and activity rooms, as well as park offices.

Veterans Memorial Park – This project is located south and east of Aqua Hedionda Lagoon adjacent to the city golf course, The Crossings at Carlsbad. The Master Plan includes the following improvements: community leisure needs, open space interpretive area, parking and maintenance facility. Other suggested uses for this park include an amphitheater complex, sports complex, conference center and numerous other active/passive recreations amenities.



Approximately 31 percent of future expenditures, or \$127.8 million, are planned for street and traffic signal construction projects. Projects include several road-widening projects, and funding for sidewalk construction, concrete repair work and pavement management. Currently there are 16 traffic signals identified and recommended for construction in future years.

Wastewater projects are expected to cost over \$74.2 million, or 18 percent, for repayment of bonds for the expansion of the Encina Wastewater Facility, and the Encina Water Pollution Control Facility projects, and numerous pipeline construction and rehabilitation projects.

Future water projects include construction of new waterlines, both potable and recycled, concurrent with new development. Replacement of existing potable waterlines and reservoir improvements are also included in this category. A total of \$38.8 million, or 9 percent of the total CIP, is planned for these projects.

Construction of civic facilities such as libraries, administrative facilities, police and fire facilities are currently estimated at \$59.9 million, or 14 percent of the total planned capital expenditures to build out.



## 2012-13 CAPITAL IMPROVEMENT PROGRAM

### OPERATING COST FOR FUTURE CAPITAL PROJECTS

In the next five years there are several capital construction projects which will require increases to the City's annual operating budget once they are completed and put in service. The table below outlines the estimated net annual operating cost by year for those projects over the next five years. These projected operating costs have been included in the city's financial forecasts.

Estimated (*) Annual Operating Cost Major Capital Projects					
	<u>FY2013-14</u>	<u>FY2014-15</u>	<u>FY2015-16</u>	<u>FY2016-17</u>	<u>FY2017-18</u>
Alga Norte Park	\$ 380,000	\$ 390,000	\$ 401,000	\$ 413,000	\$ 426,000
Alga Norte Aquatic Complex	\$ 220,000	\$ 226,000	\$ 232,000	\$ 239,000	\$ 247,000
Fire Station #3 (relocation)		\$ 34,000	\$ 35,000	\$ 36,000	\$ 37,000
Maintenance and Operations Center		\$ 404,000	\$ 415,000	\$ 427,000	\$ 441,000
Poinsettia Park Phase 2				\$ 500,000	\$ 516,000
Leo Carrillo Park Phase 3				\$ 150,000	\$ 155,000
Annual Totals	\$ 600,000	\$ 1,054,000	\$ 1,083,000	\$ 1,765,000	\$ 1,822,000
(*) The actual timing and cost will vary depending on construction schedules and operational requirements					

### UNFUNDED PROJECTS

There are several projects identified in the CIP for which there is no identifiable funding source and, in some cases, where only partial funding has been identified. The City will investigate obtaining possible outside funding such as Federal and State grants, loans, or other financing sources. Once funding is identified for these projects, the project costs will have to be reviewed and updated to reflect actual cost estimates. The unfunded projects do not receive annual inflationary increases. These projects are:

- Agua Hedionda Channel(partial)\*
- Business Park Recreational Facility (partial)
- Cannon Lake Park
- Cannon Road - Reach 4B – Cannon Rd./College Boulevard to City Limits
- Carlsbad Boulevard Widening Mountain View to Northerly City Limits (partial)\*\*
- Carlsbad Boulevard/Palomar Airport Road Improvements (partial)\*\*
- Carlsbad Boulevard Realignment, Segments 3-5
- Coastal Rail Trail Reach 1
- Hosp Grove/Buena Vista Lagoon Improvements
- Pine Avenue Park – Madison Property Phase 2
- Robertson Ranch (NE Quadrant) Park Development (partial)

(\*) The Agua Hedionda Channel project is funded in part with Planned Local Drainage Area fees. The unfunded amount is listed in this section.

(\*\*) These projects are in the Traffic Impact Fee (TIF) program approved by the City Council on May 12, 2009, which was planned to generate enough revenue to pay for 20 percent of the total cost of these projects, the remaining 80 percent is unfunded.

## **2012-13 CAPITAL IMPROVEMENT PROGRAM**

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### **FUTURE GROWTH AND DEVELOPMENT**

There are a variety of revenues that are used to fund the capital projects. In order to estimate future revenues from development, several assumptions about the rate and type of future development need to be made. These assumptions can change from year-to-year and correlate with the economic climate.

Every year, city staff evaluates all existing and future private development projects and compares this information to the capacity of the city using adopted general plans. Information about existing development activity combined with estimates of how remaining net developable land might develop is then summarized to prepare future projections about when and where residential and non-residential development will occur. The following table shows the number of residential units and non-residential square feet of development used in calculating estimated revenues for FY 2012-13 and subsequent years.

<b>Projected Development</b>		
<b>Residential and Nonresidential Construction</b>		
<b>Year</b>	<b>Residential Units</b>	<b>Non-Residential Square Feet</b>
<b>2012-13</b>	<b>183</b>	<b>366,841</b>
<b>2013-14</b>	<b>169</b>	<b>130,067</b>
<b>2014-15</b>	<b>126</b>	<b>365,670</b>
<b>2015-16</b>	<b>223</b>	<b>232,972</b>
<b>2016-17</b>	<b>202</b>	<b>300,446</b>
<b>Years 2018-2022</b>	<b>1,027</b>	<b>2,655,977</b>
<b>Years 2023-2027</b>	<b>1,876</b>	<b>4,780,354</b>
<b>Totals</b>	<b>3,806</b>	<b>8,832,327</b>

Finance Department staff prepares cash flow schedules using current fund balances combined with future estimated fees paid by those developments, and compares the available funds to the expenditure plan to ensure that funding will be sufficient for construction of the capital projects as planned in the CIP. In addition to evaluating whether or not capital funds are sufficient, significant operating cost impacts and availability of staff resources are also considered to evaluate the timing of projects. Where funding discrepancies occur, alternative financing methods and project timing are again evaluated and recommendations are made to resolve the discrepancies.

Residential development has slowed significantly due to the economic recession. The number of annual building permits issued is projected to decline compared to the previous five-year period. The development schedules of the remaining vacant parcels are driving the timing of the future units. There are 3,806 units remaining before the city is predominantly built out.

Residential development for FY 2012-13 is projected at 183 units, and, over the next five years will average 181 units annually. This is compared to an average of over 265 units per year for the previous five-year period. The decline, particularly in the next five years, is expected to continue, in part, due to the current economic downturn and also due to the decreasing supply of developable land.

The amount of non-residential development is also projected to decline over the next five years. The average annual square feet of non-residential development for the past five years was about 513,300 square feet.

For FY 2012-13, the estimate is for 367,000 square feet, and the average annual development for the next five-year period is approximately 279,200 square feet per year. Projects include several neighborhood commercial/retail developments located in or near the areas where most of the

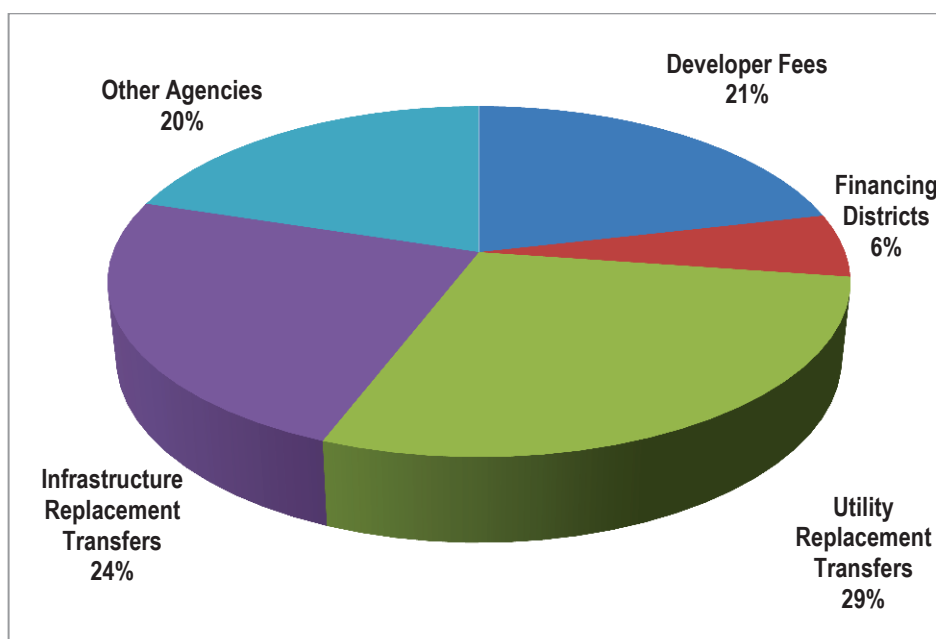
## 2012-13 CAPITAL IMPROVEMENT PROGRAM

residential development has occurred or where new development is planned over the next several years. In the southeast quadrant, commercial projects include retail and restaurants, and a daycare facility and church. A senior care facility is planned in the northeast quadrant. Additional commercial development is planned at Bressi Village and a 250 room hotel at Legoland is planned. Industrial development consists of various new office and industrial projects. The desalination plant is also anticipated within the next five years. Development estimates provide the data and basis for estimating future fee revenues, which are calculated by multiplying each applicable development fee by the estimated number of dwelling units and/or square feet of construction expected during each year.

### **REVENUES**

Over the next 15 years, revenues for Capital Projects are an estimated \$541 million and are segregated into five major funding sources: (1) fees generated by development in Carlsbad, (2) special district fees and taxes (Community Facilities Districts and Bridge and Thoroughfare Benefit Districts), (3) water and wastewater replacement funds, (4) infrastructure replacement funds (other than wastewater and water), and (5) other sources including grants, bond issues, and contributions from other agencies.

**Capital Improvement Program Revenues  
FY2012-13 to FY2026-27  
\$541 million**



Approximately 21 percent of all capital revenue is received as a result of development, and is dependent upon assumptions made about the city's annual growth in dwelling units and commercial/industrial square feet. Development revenues include Public Facilities Fees (PFF), Traffic Impact Fees (TIF), Park-In-Lieu Fees (PIL), Planned Local Drainage (PLD) Fees, Water Connection Fees (MFF), and Sewer Connection charges. Revenue from special districts, such as Community Facilities Districts (CFD) and Bridge and Thoroughfare Benefit Districts (BTD) comprise 6 percent of the total. Water and wastewater replacement revenues generated by user fees equal approximately 29 percent of total revenues, and are used to pay for replacement of existing water and sewer facilities. Infrastructure replacement revenues, equal to 24 percent, are transfers from the city's General Fund which are being set aside to pay for replacement of major capital facilities other than wastewater and water facilities. The remaining 20 percent consists of

## **2012-13 CAPITAL IMPROVEMENT PROGRAM**

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revenues from other agencies and include federal and state grants, the county sales tax program (TransNet), redevelopment agency revenue, and contributions from cities, developers, and other agencies.

### **CALCULATION OF FUTURE FEES**

The revenue projections in the Capital Improvement Program reflect the growth assumptions identified in the previous section. The following information delineates how those assumptions were applied to estimate future development revenues. The mix of multi-family and single-family residential units is assumed to be 35 percent and 65 percent, respectively, and reflects the anticipated mix of residential development for each Local Facilities Management Zone. The building permit valuation used for computing Public Facilities Fees is \$180,437 per multi-family dwelling unit, and \$319,912 per single-family dwelling unit. A building permit valuation of \$42 per square foot of construction is used to calculate non-residential Public Facilities Fees.

In order to calculate estimated revenues for Traffic Impact Fees (TIF), the number of average daily trips was computed for each type of development use. An attached multi-family residential dwelling unit is assigned either eight or six trips and a detached single-family unit is assigned 10 trips per day. The trips-per-day value for commercial and industrial buildings are 40 and eight trips per 1,000 square feet of development, respectively, although the actual volume of trips generated by commercial/industrial building can vary widely depending on the ultimate land use.

Community Facilities District (CFD) No. 1 is a citywide district established to finance various civic facilities required under the city's Growth Management Plan. CFD No. 3 was established for the Faraday Avenue and Melrose Drive Extensions east of El Camino Real, as well as the extension of El Fuerte.

Park-in-Lieu Fees are collected for the purchase and development of parkland within each quadrant of the city, and the fees are based on the acquisition cost of parkland. Projects in the CIP funded with Park-in-Lieu Fees include future park site acquisition, development and restoration.

Bridge and Thoroughfare Fee Districts (BTD) are formed by property owners to finance specific road construction projects located within the district boundaries. Poinsettia Lane - Aviara Parkway (BTD No. 2) was formed to finance the construction of Poinsettia Lane between Aviara Parkway and El Camino Real and Aviara Parkway between Palomar Airport Road and Poinsettia Lane.

### **SUMMARY**

The FY 2012-13 CIP is being driven by the city's commitment to ensure that facilities are available to serve the developing areas as well as the current residents. Carlsbad's philosophy has been to build quality capital facilities, which meet, and at times exceed, Growth Management standards. Phasing projects over a period of years to match funding availability for construction and operations is often used to meet the needs of growth management. The FY 2012-13 Capital Improvement Program reflects the commitment of Carlsbad's City Council and staff to continue providing its residents with a better quality of life.

## **2012-13 CAPITAL IMPROVEMENT PROGRAM**

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### **GROWTH MANAGEMENT PLAN**

The Growth Management Plan was developed and voted into law by the citizens of Carlsbad in 1986. The plan was established to manage development within the city by linking residential, commercial, and industrial development directly to standards for availability of public services and facilities.

The Growth Management Plan has established precise standards for eleven public facilities. Standards must be met at all times as growth occurs. Facilities for which standards have been established are as follows:

- |                        |                    |
|------------------------|--------------------|
| - City Administrative  | - Library          |
| - Wastewater Treatment | - Parks            |
| - Circulation          | - Drainage         |
| - Fire                 | - Open Space       |
| - Schools              | - Sewer Collection |
| - Water Distribution   |                    |

The plan requires that appropriate public facilities be available, in conformance with the adopted performance standards, as development occurs. Unless all of the 11 public facility standards have been met, no new development can occur.

The Growth Management Plan impacts both the Operating Budget and the Capital Improvement Program. The detailed level of planning required by Growth Management has allowed Carlsbad's Capital Improvement Program to anticipate the funding needed for capital improvements in the next 15 years. The timing of construction of facilities is governed by the rate of development and the 11 performance standards. New public facilities often require additional staffing and other resources, which affects the Operating Budget. Facilities such as community centers, parks, and fire stations have been constructed and opened to the public under this program.

The Capital Improvement Program has been designed to specifically address areas where new or expanded facilities will be needed to maintain compliance with the adopted performance standards. With the adoption of the FY 2012-13 CIP, compliance with the Growth Management Plan is continued.

**CITY OF CARLSBAD  
CAPITAL FUNDS  
PROJECTED FUND BALANCES FOR FY 2011-12**

FUND	JULY 1, 2011 UNRESERVED BALANCE	PROJECTED REVENUES	PROJECTED EXPENDITURES	PROJECTED DEBT SERVICE LOANS & OTHER	JUNE 30, 2012 PROJECTED BALANCE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	8,247,343	452,327	7,970	0	8,691,700
BTD#3 - CANNON ROAD WEST	162,378	297,776	0	0	460,154
CFD #1 - CITYWIDE	59,888,272	2,920,608	4,599	0	62,804,281
GAS TAX	13,063,503	2,980,164	530,403	600,000	14,913,264
GENERAL CAPITAL CONST.	60,984,298	2,926,886	10,310,651	0	53,600,533
GRANTS - FEDERAL	(27,644)	991,344	320,996	0	642,704
GRANTS - STATE	0	0	0	0	0
INFRASTRUCTURE REPLACEMENT	61,460,699	8,497,667	978,801	0	68,979,565
OTHER	10,101,115	38,253	22,442	0	10,116,926
PARK FEE ZONES 5,13,16	2,511,344	117,178	0	0	2,628,522
PARK-IN-LIEU NE	875,282	14,198	0	0	889,480
PARK-IN-LIEU NW	71,567	144,554	67,439	0	148,682
PARK-IN-LIEU SE	917,805	414,854	0	0	1,332,659
PARK-IN-LIEU SW	787,688	457,736	0	0	1,245,424
PLANNED LOCAL DRAIN'G	5,666,351	569,196	491,342	0	5,744,205
PUBLIC FACILITIES FEE	45,838,028	2,380,676	455,956	17,000	47,745,748
RANCHO SANTA FE ROAD PROJECT	4,913,468	79,360	231,645	0	4,761,183
RORF VILLAGE	1,500,000	0	0	0	1,500,000
RORF SOUTH CARLSBAD	3,113,056	0	589,155	0	2,523,901
SEWER BENEFIT AREAS	0	0	0	0	0
SEWER CONNECTION	18,215,715	35,425,018	5,431,864	932,469	47,276,400
SEWER REPLACEMENT	29,835,382	4,347,578	2,012,463	0	32,170,497
STATE TRANSPORTATION	1,205,270	19,458	1,097,577	0	127,151
TDA	(112,558)	266,684	58,290	0	95,836
TRAFFIC IMPACT FEE	17,830,773	1,679,312	181,840	0	19,328,245
TRANSNET/BIKE	114,721	1,192	(10,381)	58,012	68,282
TRANSNET/HIGHWAY	1,385,254	22,471	0	0	1,407,725
TRANSNET/LOCAL	4,912,747	6,233,644	2,224,634	0	8,921,757
TRANSNET/STP	361,551	5,862	0	0	367,413
WATER - MAJOR FACILITY	22,902,926	1,504,403	154,502	0	24,252,827
WATER - RECYCLED WATER	98,112	0	730	0	97,382
WATER - REPLACEMENT	48,160,555	6,005,238	928,827	0	53,236,966
<b>TOTAL</b>	<b>424,985,001</b>	<b>78,793,637</b>	<b>26,091,745</b>	<b>1,607,481</b>	<b>476,079,412</b>



**CITY OF CARLSBAD  
CAPITAL FUNDS  
PROJECTED FUND BALANCES FOR FY 2012-13**

FUND	JULY 1, 2012 PROJECTED BALANCE	ESTIMATED REVENUES	06/30/2012 CONTINUING APPROPR.	07/01/2012 NEW APPROPR.	2012-13 TOTAL CIP APPROPR.	JUNE 30, 2013 PROJECTED BALANCE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	8,691,700	794,904	641,332	0	641,332	8,845,272
BTD#3 - CANNON ROAD WEST	460,154	27,709	0	0	0	487,863
CFD #1 - CITYWIDE	62,804,281	1,335,502	13,372,237	110,000	13,482,237	50,657,546
GAS TAX	14,913,264	2,930,867	7,828,417	4,256,500	12,084,917	5,759,214
GENERAL CAPITAL CONST.	53,600,533	0	15,260,643	5,547,705	20,808,348	32,792,185
GRANTS - FEDERAL	642,704	1,590,308	588,655	1,644,357	2,233,012	0
GRANTS - STATE	0	0	0	0	0	0
INFRASTRUCTURE REPLACEMENT	68,979,565	7,382,000	5,183,268	3,257,000	8,440,268	67,921,297
OTHER	10,116,926	0	5,057,315	0	5,057,315	5,059,611
PARK FEE ZONES 5,13,16	2,628,522	53,620	0	0	0	2,682,142
PARK-IN-LIEU NE	889,480	0	150,000	0	150,000	739,480
PARK-IN-LIEU NW	148,682	107,075	0	0	0	255,757
PARK-IN-LIEU SE	1,332,659	0	0	0	0	1,332,659
PARK-IN-LIEU SW	1,245,424	283,327	219,100	0	219,100	1,309,651
PLANNED LOCAL DRAIN'G	5,744,205	366,769	2,079,965	100,000	2,179,965	3,931,009
PUBLIC FACILITIES FEE	47,745,748	1,183,325	32,478,797	0	32,478,797	16,450,276
RANCHO SANTA FE ROAD PROJECT	4,761,183	4,026,340	1,748,302	0	1,748,302	7,039,221
RORF VILLAGE	1,500,000	0	1,500,000	0	1,500,000	0
RORF SOUTH CARLSBAD	2,523,901	0	2,523,901	0	2,523,901	0
SEWER BENEFIT AREAS	0	0	0	0	0	0
SEWER CONNECTION	47,276,400	256,520	42,969,462	1,481,469	44,450,931	3,081,989
SEWER REPLACEMENT	32,170,497	3,329,280	19,243,827	3,699,797	22,943,624	12,556,153
STATE TRANSPORTATION	127,151	0	11,750	0	11,750	115,401
TDA	95,836	0	37,153	0	37,153	58,683
TRAFFIC IMPACT FEE	19,328,245	1,782,031	11,018,797	1,142,000	12,160,797	8,949,479
TRANSNET/BIKE	68,282	0	32,809	0	32,809	35,473
TRANSNET/HIGHWAY	1,407,725	0	954,242	0	954,242	453,483
TRANSNET/LOCAL	8,921,757	2,953,000	7,682,451	2,728,844	10,411,295	1,463,462
TRANSNET/STP	367,413	0	345,000	0	345,000	22,413
WATER - MAJOR FACILITY	24,252,827	1,064,991	1,852,195	0	1,852,195	23,465,623
WATER - RECYCLED WATER	97,382	0	97,382	0	97,382	0
WATER - REPLACEMENT	53,236,966	6,014,000	28,859,229	4,939,000	33,798,229	25,452,737
<b>TOTAL</b>	<b>476,079,412</b>	<b>35,481,568</b>	<b>201,736,229</b>	<b>28,906,672</b>	<b>230,642,901</b>	<b>280,918,079</b>

**CITY OF CARLSBAD  
CAPITAL FUNDS  
REVENUES ACTUAL AND ESTIMATED**

FUND	2008-2009 ACTUAL REVENUE	2009-2010 ACTUAL REVENUE	2010-11 ACTUAL REVENUE	2011-12 PROJECTED REVENUE	2012-13 ESTIMATED REVENUE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	436,317	212,563	174,051	452,327	794,904
BTD#3 - CANNON ROAD WEST	(47,252)	2,897	63,308	297,776	27,709
CFD #1 - CITYWIDE	4,153,702	3,608,907	3,018,210	2,920,608	1,335,502
GAS TAX	5,830,991	2,345,207	2,701,571	2,980,164	2,930,867
GENERAL CAPITAL CONST.	4,554,259	4,883,089	1,151,005	2,926,886	0
GRANTS - FEDERAL	168,724	152,163	247,653	991,344	1,590,308
GRANTS - STATE	-	0	0	0	0
INFRASTRUCTURE REPLACEMENT	9,621,834	8,052,920	8,123,424	8,497,667	7,382,000
OTHER	321,865	357,242	59,834	38,253	0
PARK FEE ZONES 5,13,16	180,821	80,133	138,058	117,178	53,620
PARK-IN-LIEU NE	29,757	22,649	11,984	14,198	0
PARK-IN-LIEU NW	67,638	52,799	8,729	144,554	107,075
PARK-IN-LIEU SE	91,263	22,806	32,610	414,854	0
PARK-IN-LIEU SW	24,907	15,461	200,360	457,736	283,327
PLANNED LOCAL DRAIN'G	505,827	234,507	171,867	569,196	366,769
PUBLIC FACILITIES FEE	3,024,501	3,240,518	2,938,293	2,380,676	1,183,325
RANCHO SANTA FE ROAD PROJECT	764,973	73,992	143,790	79,360	4,026,340
RORF VILLAGE	432,707	5,231,171	1,812,986	0	0
RORF SOUTH CARLSBAD	3,804	1,667,988	3,229,006	0	0
SEWER BENEFIT AREAS	20,067	12,597	6,443	0	0
SEWER CONNECTION	1,690,893	3,320,442	917,116	35,425,018	256,520
SEWER REPLACEMENT	8,597,358	3,924,543	3,080,381	4,347,578	3,329,280
STATE TRANSPORTATION	1,829,400	2,509,480	9,551	19,458	0
TDA	35	0	0	266,684	0
TRAFFIC IMPACT FEE	4,141,111	1,915,237	1,791,212	1,679,312	1,782,031
TRANSNET/BIKE	2,101	59,625	59,157	1,192	0
TRANSNET/HIGHWAY	57,903	35,815	18,966	22,471	0
TRANSNET/LOCAL	830,196	761,665	3,711,539	6,233,644	2,953,000
TRANSNET/STP	15,066	9,356	4,950	5,862	0
WATER - MAJOR FACILITY	1,428,654	1,603,100	1,127,989	1,504,403	1,064,991
WATER - RECYCLED WATER	38,230	95,026	464,293	0	0
WATER - REPLACEMENT	6,215,761	6,572,739	5,974,696	6,005,238	6,014,000
<b>TOTAL CAPITAL FUNDS</b>	<b>55,033,413</b>	<b>51,076,637</b>	<b>41,393,032</b>	<b>78,793,637</b>	<b>35,481,568</b>

Note: Revenues include loans, advances and transfers.

**CITY OF CARLSBAD  
CAPITAL FUNDS  
BUDGET EXPENDITURE SCHEDULE**

FUND	2009-10 ACTUAL EXPENSE	2010-11 ACTUAL EXPENSE	2011-12 ESTIMATED EXPENSE	2011-12 CONTINUING APPROPR.	2012-13 NEW APPROPR.	2012-13 TOTAL CIP APPROPR.
BTD#2 - POINSETTIA LANE/AVIARA PKWY	232,723	0	7,970	641,332	0	641,332
BTD#3 - CANNON ROAD WEST	88,041	0	0	0	0	0
CFD #1 - CITYWIDE	258,165	2,713,091	4,599	13,372,237	110,000	13,482,237
GAS TAX	822,406	1,983,452	1,130,403	7,828,417	4,256,500	12,084,917
GENERAL CAPITAL CONST.	2,378,078	8,542,813	10,310,651	15,260,643	5,547,705	20,808,348
GOLF COURSE	0	0	0	0	0	0
GRANTS - FEDERAL	193,893	193,876	320,996	588,655	1,644,357	2,233,012
GRANTS - STATE	0	1,989	0	0	0	0
INFRASTRUCTURE REPLACEMENT	548,070	811,806	978,801	5,183,268	3,257,000	8,440,268
OTHER	1,347,271	130,023	22,442	5,057,315	0	5,057,315
PARK FEE ZONES 5,13,16	0	0	0	0	0	0
PARK-IN-LIEU NE	0	0	0	150,000	0	150,000
PARK-IN-LIEU NW	0	2,545	67,439	0	0	0
PARK-IN-LIEU SE	22,920	0	0	0	0	0
PARK-IN-LIEU SW	0	0	0	219,100	0	219,100
PLANNED LOCAL DRAIN'G	2,038,498	1,068,618	491,342	2,079,965	100,000	2,179,965
PUBLIC FACILITIES FEE	1,470,841	1,521,377	472,956	32,478,797	0	32,478,797
RANCHO SANTA FE ROAD PROJECT	11,834,866	451,395	231,645	1,748,302	0	1,748,302
RORF VILLAGE	55,062	61,863	0	1,500,000	0	1,500,000
RORF SOUTH CARLSBAD	91,973	44,971	589,155	2,523,901	0	2,523,901
SEWER BENEFIT AREAS	0	0	0	0	0	0
SEWER CONNECTION	2,860,160	1,357,095	6,364,333	42,969,462	1,481,469	44,450,931
SEWER REPLACEMENT	4,290,481	5,581,085	2,012,463	19,243,827	3,699,797	22,943,624
STATE TRANSPORTATION	2,117,700	1,856,934	1,097,577	11,750	0	11,750
TDA	0	112,558	58,290	37,153	0	37,153
TRAFFIC IMPACT FEE	2,685,302	565,193	181,840	11,018,797	1,142,000	12,160,797
TRANSNET/BIKE	18,199	27,695	47,631	32,809	0	32,809
TRANSNET/HIGHWAY	2,884	0	0	954,242	0	954,242
TRANSNET/LOCAL	951,464	3,166,862	2,224,634	7,682,451	2,728,844	10,411,295
TRANSNET/STP	0	0	0	345,000	0	345,000
WATER - MAJOR FACILITY	1,004,929	270,648	154,502	1,852,195	0	1,852,195
WATER - RECYCLED WATER	95,026	464,293	730	97,382	0	97,382
WATER - REPLACEMENT	1,544,773	820,893	928,827	29,069,229	4,939,000	34,008,229
<b>TOTAL CAPITAL FUNDS</b>	<b>36,953,725</b>	<b>31,751,075</b>	<b>27,699,226</b>	<b>201,946,229</b>	<b>28,906,672</b>	<b>230,852,901</b>

Note: Expenditures include loans, advances and transfers.







## Schedule of Capital Projects







## 2012-13 Capital Improvement Program

PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC
<b>CIVIC PROJECTS</b>			
<b>ADMINISTRATIVE FACILITIES</b>			
CIVIC CENTER	CFD#1	27,480,000	-
CIVIC CENTER	IRF	948,000	-
CITY ADMIN TRAINING FACILITY (PRE-DESIGN) - PROP C	GCC	100,000	-
MAINTENANCE AND OPERATIONS CENTER	CFD#1	17,080,266	3,823,029
MAINTENANCE AND OPERATIONS CENTER	WATER REPL	7,170,000	-
MAINTENANCE AND OPERATIONS CENTER	SEWER REPL	3,861,000	-
<b>POLICE &amp; FIRE FACILITIES</b>			
FIRE STATION #3 RELOCATION	PFF	8,630,000	1,482,021
FIRE STATION #6 (PERMANENT)	PFF	5,324,100	5,257,138
JOINT FIRST RESPONDERS TRAINING FACILITY	GCC	2,850,000	2,850,000
JOINT FIRST RESPONDERS TRAINING FACILITY - PROP C	GCC	13,650,000	13,417,536
JOINT FIRST RESPONDERS TRAINING FACILITY - PHASE II	GCC	8,200,000	-
POLICE CAD IMPLEMENTATION	GCC	2,312,228	2,278,109
<b>LIBRARY FACILITIES</b>			
LIBRARY EXPANSION (COLE)	CFD#1	5,016,000	-
LIBRARY EXPANSION (COLE)	PFF	10,295,000	-
LIBRARY EXPANSION (COLE/BROWNLEY DONATION)	GCC	1,629,806	-
<b>TRAILS</b>			
COASTAL RAIL TRAIL	TDA	60,785	23,632
COASTAL RAIL TRAIL	TRANSNET/BIKE	270,089	237,280
COASTAL RAIL TRAIL (ROUNDAABOUT NORTHERLY CITY LIMITS) (CMAQ)	FED GRNT	4,716,856	4,284,752
LAKE CALAVERA SOUTH TRAIL IMPROVEMENTS	GCC	131,000	-
LAKE CALAVERA TRAILS MASTER PLAN/CONSTRUCTION	GCC	598,750	144,788
<b>RORF (FORMERLY RDA) PROJECTS</b>			
CARLSBAD BLVD. REALIGNMENT	RORF S CSBD	3,250,000	726,099
NEW VILLAGE ARTS TENANT IMPROVEMENTS	RORF VILLAGE	1,500,000	-
<b>MISCELLANEOUS CITYWIDE PROJECTS</b>			
CFD#1 ADMINISTRATION	CFD#1	550,030	95,030
EROSION CONTROL - THE CROSSINGS	GCC	106,000	48,430
GOLF COURSE 5 YEAR MITIGATION	OTHER	3,284	3,284
HUMAN CAPITAL MANAGEMENT SYSTEM	GCC	3,190,000	3,091,453
IRF MASTER PLAN	IRF	100,000	100,000
OPEN SPACE AND TRAILS (PROP C)	GCC	5,034,205	-
<b>SUBTOTAL CIVIC PROJECTS</b>		<b>134,057,399</b>	<b>37,862,581</b>
<b>FACILITIES MAINTENANCE</b>			
BEACH ACCESS STAIRS REPLACEMENT	IRF	517,500	247,973
CITY HALL ELECTRICAL PANEL UPGRADES	IRF	85,000	-
ROOF RENOVATION/REPLACEMENT - DOVE LIBRARY AND LAS PALMAS	IRF	315,000	-
ROOF REPLACEMENT AT THE RAILROAD DEPOT (VISITOR CENTER)	IRF	150,000	-
SAFETY CENTER EXTERIOR WATERPROOFING	IRF	145,000	-
<b>SUBTOTAL FACILITIES MAINTENANCE</b>		<b>1,212,500</b>	<b>247,973</b>
<b>PARK PROJECTS</b>			
<b>NORTHWEST QUADRANT PARKS</b>			
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	ZONE 5	4,080,000	-
PINE AVENUE PARK - PINE COMMUNITY BUILDING - PHASE II	PIL-NW	1,845,000	-
PINE AVENUE PARK - PINE COMMUNITY BUILDING - PHASE II	PFF	8,340,000	-
PINE AVENUE PARK-RESTROOM/STORAGE BUILDING	PFF	376,656	177,628
VETERAN'S MEMORIAL PARK (CITYWIDE ALL QUADRANTS)	CFD#1	23,240,000	-
<b>NORTHEAST QUADRANT PARKS</b>			
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	PIL-NE	2,700,000	-
<b>SOUTHWEST QUADRANT PARKS</b>			
AVIARA COMMUNITY PARK COMMUNITY BUILDING	PFF	8,359,000	-
AVIARA COMMUNITY PARK COMMUNITY BUILDING	PIL-SW	2,870,000	-

## 2012-13 Capital Improvement Program

BALANCE FORWARD	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-10 2018-22	YEAR 11 -15 2023-27
100,000						27,380,000	
-						948,000	
-						100,000	
13,257,237							
7,170,000							
3,861,000							
7,147,979							
66,962							
-							
232,464							
-						8,200,000	
34,119							
-							5,016,000
-							10,295,000
							1,629,806
37,153							
32,809							
432,104							
	131,000						
453,962							
2,523,901							
1,500,000							
15,000	110,000	110,000	110,000	110,000			
57,570							
-							
98,547							
-							
-	5,034,205						
37,020,807	5,275,205	110,000	110,000	110,000	0	36,628,000	16,940,806
269,527							
	85,000						
	315,000						
	150,000						
	145,000						
269,527	695,000	0	0	0	0	0	0
-							4,080,000
-							1,845,000
-							8,340,000
199,028							
-							23,240,000
150,000							2,550,000
-							8,359,000
-							2,870,000

## 2012-13 Capital Improvement Program

PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC
AVIARA REIMBURSEMENT AGREEMENT	PIL-SW	238,000	18,900
POINSETTIA COMMUNITY PARK -PHASE III	PFF	16,034,725	1,072,725
<b>SOUTHEAST QUADRANT PARKS</b>			
ALGA NORTE PARK - PARK (30 ACRES) - PHASE 1	PFF	22,107,510	4,063,874
ALGA NORTE PARK - POOL - PHASE 1	PFF	6,099,695	30
ALGA NORTE PARK - POOL - PHASE 1 (PROP C FUNDS)	GCC	11,792,795	107,008
ALGA NORTE PARK - POOL - PHASE 2	GCC	6,000,000	-
ALGA NORTE PARK - POOL - PHASE 2 (PROP C FUNDS)	GCC	4,423,000	676,498
LEO CARRILLO PARK - PHASE III	PFF	1,057,000	-
LEO CARRILLO PARK - PHASE III	PIL-SE	886,100	-
LEO CARRILLO BARN	PFF	500,000	493,643
<b>SUBTOTAL PARK PROJECTS</b>		<b>120,949,481</b>	<b>6,610,306</b>

### **DRAINAGE PROJECTS**

AGUA HEDIONDA CHANNEL (PLDA "B" - FACILITY B + BN)	PLD	4,498,110	3,012,672
AGUA HEDIONDA CHANNEL (PLDA "B" - FACILITY B + BN)	GCC	975,340	-
ASSET MANAGEMENT PLAN (STORM DRAINS)	GCC	60,000	-
CARLSBAD BOULEVARD ENCINAS CREEK BRIDGE REPLACEMENT (PLDA "C" - C1)	PLD	2,539,565	2,415,729
CMP REHABILITATION PROGRAM	IRF	2,859,360	1,673,279
COLLEGE BLVD. BRIDGE (REIMB./PLDA "B" - FACILITY BL-L )	PLD	1,816,101	-
FIRE STATIONS 1 THRU 5 DRAINAGE SYSTEMS	GCC	225,000	-
KELLY DRIVE CHANNEL REPAIR	IRF	1,161,000	304,503
KELLY DRIVE CHANNEL REPLACEMENT	IRF	1,769,500	-
LA COSTA AVE DRAINAGE IMPROVEMENT PROJECT	IRF	492,150	35,272
LA COSTA AVE SLOPE REPAIR WEST OF ROMERIA	GAS TAX	204,000	46,233
MARCA DRIVE DRAINAGE IMPROVEMENTS	GAS TAX	65,000	1,071
MASTER DRAINAGE PLAN PROJECT AAA (Jefferson Street)	PLD	289,534	-
MASTER DRAINAGE PLAN PROJECT AAAA (Madison Street)	PLD	416,500	-
MASTER DRAINAGE PLAN PROJECT AC (Hosp Grove)	PLD	992,913	71,505
MASTER DRAINAGE PLAN PROJECT AFA (Hidden Valley Drainage Restoration)	PLD	91,608	-
MASTER DRAINAGE PLAN PROJECT AFB (Calavera Hills Drainage Restoration)	PLD	163,164	-
MASTER DRAINAGE PLAN PROJECT BB 1 and 2 (Washington Street)	PLD	1,086,065	-
MASTER DRAINAGE PLAN PROJECT BCB (Magnolia Avenue)	PLD	468,096	-
MASTER DRAINAGE PLAN PROJECT BFA (Country Store)	PLD	963,673	-
MASTER DRAINAGE PLAN PROJECT BFB-U (El Camino Real)	PLD	138,220	-
MASTER DRAINAGE PLAN PROJECT BJ B, BNB AND BJ-1	PLD	2,761,644	2,249,448
MASTER DRAINAGE PLAN PROJECT BL-U (College Blvd. Drainage)	PLD	384,509	-
MASTER DRAINAGE PLAN PROJECT BM (College Blvd./Canatarini Box Culvert)	PLD	204,077	-
MASTER DRAINAGE PLAN PROJECT BQ (Sunnycreek Road)	PLD	131,355	-
MASTER DRAINAGE PLAN PROJECT BR (Canatarini/College Blvd.)	PLD	180,773	-
MASTER DRAINAGE PLAN PROJECT C2 (Paseo Del Norte)	PLD	727,730	-
MASTER DRAINAGE PLAN PROJECT CA (Avenida Encinas)	PLD	529,402	-
MASTER DRAINAGE PLAN PROJECT DBA (Poinsettia Village)	PLD	167,215	-
MASTER DRAINAGE PLAN PROJECT DBB (Avenida Encinas)	PLD	429,108	-
MASTER DRAINAGE PLAN PROJECT DFA (Batiquitos Lagoon)	PLD	256,423	-
MASTER DRAINAGE PLAN PROJECT DH (Altiva Place Canyon)	PLD	232,812	-
MASTER DRAINAGE PLAN PROJECT DQB (La Costa Town Center)	PLD	745,842	-
MASTER DRAINAGE PLAN PROJECT DZ (Poinsettia Lane)	PLD	642,063	-
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	GCC	460,250	460,242
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	GAS TAX	3,392,594	845,297
PARK DRIVE AND TAMARACK AVENUE STORM DRAIN BCA (PLDA "B")	PLD	1,068,613	-
PARK DRIVE RETAINING WALL AND STREET IMPROVEMENTS	GCC	243,000	47,210
RAISE BURIED STORM DRAIN CLEANOUTS	GCC	50,000	25,038
ROMERIA DRAINAGE IMPROVEMENTS	GCC	299,000	116,751
ROMERIA DRAINAGE IMPROVEMENTS	GAS TAX	338,000	37,208
TAMARACK AND ECR STORM DRAIN AND SILT. BASIN (REIMB./PLDA "B" - BFB-L + BF-1)	PLD	904,329	-
<b>SUBTOTAL DRAINAGE PROJECTS</b>		<b>35,423,638</b>	<b>11,341,458</b>

### **SEWER PROJECTS**

<b><u>ENCINA WATER POLLUTION CONTROL FACILITY</u></b>			
ENCINA CAPITAL PROJECTS	SEWER REPL	56,453,460	4,617,070
PHASE IV EXPANSION - DEBT SERVICE	SEWER CONN	2,785,079	-
PHASE V EXPANSION	SEWER CONN	10,910,356	10,559,032

## 2012-13 Capital Improvement Program

BALANCE FORWARD	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-10 2018-22	YEAR 11 -15 2023-27
219,100							
-						14,962,000	
18,043,636							
6,099,665							
11,685,787							
						6,000,000	
						3,746,502	
-			80,000	110,000	867,000		
-					886,100		
6,357							
<b>36,403,573</b>	<b>0</b>	<b>0</b>	<b>80,000</b>	<b>110,000</b>	<b>1,753,100</b>	<b>24,708,502</b>	<b>51,284,000</b>

1,385,438	100,000						
975,340							
	60,000						
123,836							
1,154,081	32,000						
-						1,816,101	
	225,000						
856,497							
						1,769,500	
456,878							
152,767	5,000						
63,929							
-							289,534
-							416,500
58,495							862,913
-							91,608
-							163,164
-							1,086,065
-							468,096
-							963,673
-							138,220
512,196							
-							384,509
-							204,077
-							131,355
-							180,773
-							727,730
-							529,402
-							167,215
-							429,108
-							256,423
-							232,812
-							745,842
-							642,063
8							
1,288,457	949,500	153,840	155,500				
-		222,000	846,613				
108,290	87,500						
24,962							
172,249	10,000						
300,792							
-							904,329
<b>7,634,215</b>	<b>1,469,000</b>	<b>375,840</b>	<b>1,002,113</b>	<b>0</b>	<b>0</b>	<b>3,585,601</b>	<b>10,015,411</b>

2,435,882	2,244,797	1,979,719	4,494,401	2,684,612	3,906,289	16,185,113	17,905,577
	931,469	928,419	925,191				
351,324							



## 2012-13 Capital Improvement Program

PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC
<b><u>SEWER COLLECTION SYSTEM</u></b>			
ASSET MANAGEMENT PLAN	SEWER REPL	60,000	
BATIKUITOS LIFT STATION PUMP REPLACEMENT	SEWER REPL	250,000	1,833
BUENA INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	SEWER REPL	150,000	
BUENA INTERCEPTOR SEWER REALIGNMENT - EAST SEGMENT	SEWER REPL	1,987,000	
BUENA INTERCEPTOR SEWER/MANHOLE REHABILITATION	SEWER REPL	3,826,000	207,899
BUENA INTERDEPTOR REHAB AT ENCINA PLANT (REIMB)	SEWER REPL	100,000	-
CALAVERA HILLS TREATMENT PLANT - DEMOLITION	SEWER REPL	723,500	246,706
CREST DRIVE SEWER EXTENSION	OTHER	350,000	
FLOW METER REPLACEMENT AT EIGHT LIFT STATIONS	SEWER REPL	100,000	4,495
FOXES LANDING LIFT STATION WETWELL AND PUMP REPLACEMENT	SEWER REPL	1,750,000	
FOXES LIFT STATION FORCEMAIN REHABILITATION	SEWER REPL	225,000	
GATESHEAD LIFT STATION REMOVAL	SEWER REPL	74,000	
HOME PLANT PIPELINE AND LIFT STATION REPLACEMENT	SEWER REPL	4,139,000	621,217
LEUCADIA TRUNK SEWER REHABILITATION	SEWER REPL	150,000	-
NCTD RIGHT OF WAY UTILITY RELOCATION (SEWER)	SEWER REPL	212,166	66,394
NORTH AGUA HEDIONDA INTERCEPTOR - WEST SEGMENT	SEWER REPL	5,853,999	5,324,555
NORTH AGUA HEDIONDA SEWER INVERTED SIHPON REHABILITATION	SEWER REPL	218,000	45,422
NORTH AGUA HEDIONDA TRUNK SEWER REACH NAHT1A (SBA "B")	SEWER REPL	2,862,000	1,627,715
NORTH BATIKUITOS ACCESS ROAD IMPROVEMENTS	SEWER REPL	250,000	
NORTH BATIKUITOS LIFT STATION FORCEMAIN REHABILITATION	SEWER REPL	554,000	
OCCIDENTAL SEWER IMPROVEMENTS	SEWER REPL	849,000	33,779
ODOR AND CORROSION PREVENTION ASSESSMENT	SEWER REPL	100,000	-
QUARRY CREEK SEWER EXTENSION (SBA "A" - REIMB. AGREEMENT)	OTHER	567,000	
SEWER CAPACITY MONITORING PROGRAM	SEWER CONN	568,000	76,750
SEWER EASEMENT ACCESS PROGRAM	SEWER REPL	400,000	
SEWER LIFT STATION REPAIRS AND UPGRADES	SEWER REPL	2,760,380	1,071,469
SEWER LINE REFURBISHMENTS AND REPLACEMENT	SEWER REPL	8,017,894	1,549,994
SEWER MASTER PLAN AND CONNECTION FEE UPDATE	SEWER REPL	460,000	338,865
SEWER MASTER PLAN AND CONNECTION FEE UPDATE	SEWER CONN	100,000	90,981
SEWER PIPELINE CONDITION ASSESSMENT	SEWER REPL	633,000	5,824
SEWER RELOCATION AT SUMMERWIND PLACE	SEWER REPL	580,306	306
SIMSBURY SEWER EXTENSION	SEWER REPL	161,000	
TAMARACK SEWER REHABILITATION AT RAILROAD RIGHT-OF-WAY	SEWER REPL	252,000	-
TERRAMAR LIFT STATION REPLACEMENT	SEWER REPL	598,000	50,690
TERRAMAR SEWER REPLACEMENT - EL ARBOL AND LOS ROBLES	SEWER REPL	1,250,000	
VANCOUVER SEWER EXTENSION	SEWER REPL	1,006,000	123,137
VISTA/CARLSBAD BUENA VISTA LIFT STATION IMPROVEMENTS	SEWER CONN	1,075,000	
VISTA/CARLSBAD INTER. BUENA VISTA LS/FORCEMAIN (VC-4)	SEWER CONN	5,725,000	5,095,122
VISTA/CARLSBAD INTER. HEDIONDA LS AND FORCEMAIN (VC12-VC13)	SEWER CONN	23,700,000	1,955,451
VISTA/CARLSBAD INTERCEPTOR REACHES 1 & 2 REHABILITATION	SEWER REPL	141,000	
VISTA/CARLSBAD INTERCEPTOR REACH VC11B	SEWER CONN	6,930,000	762,390
VISTA/CARLSBAD INTERCEPTOR REACH VC14 TO VC15	SEWER CONN	16,100,000	1,610,168
VISTA/CARLSBAD INTERCEPTOR REPLACEMENT REACH 3	SEWER CONN	2,688,200	-
<b>SUBTOTAL SEWER PROJECTS</b>		<b>168,645,340</b>	<b>36,087,264</b>

### **WATER DISTRIBUTION SYSTEM**

ASSET MANAGEMENT PLAN	WATER REPL	120,000	
AVIARA PARKWAY AND PLUM TREE WATERLINE	WATER REPL	815,000	-
BUENA VISTA PUMP STATION AND FOREBAY REMOVAL	WATER REPL	150,000	
CALAVERA HILLS WATER BOOSTER STATION STANDBY GENERATOR	WATER CONN	750,000	13,870
CARLSBAD BOULEVARD - SOUTH OF AVENIDA ENCINAS	WATER REPL	950,000	-
CATHODIC PROTECTION PROGRAM	WATER REPL	1,246,700	334
COLLEGE BOULEVARD - CANNON TO BADGER LANE	WATER CONN	1,090,000	-
COLLEGE BOULEVARD PIPELINE "A" STREET TO CANNON ROAD	WATER CONN	1,060,000	183
CRESTVIEW DRIVE TRANSMISSION MAIN	WATER REPL	240,000	-
E TANK DECOMMISSION (THE CROSSINGS ROAD)	WATER REPL	150,000	
EL CAMINO REAL TRANSMISSION MAIN FROM FARADY TO COUGAR DRIVE	WATER REPL	1,517,380	1,432,553
EL FUERTE - NORTH OF LOKER - (Reimb)	WATER CONN	250,000	64,098
EL FUERTE AND CORINTIA STREET PRESSURE REDUCING STATION	WATER REPL	500,000	-
ELLERY WATER PUMP PROJECT	WATER REPL	275,000	-
ELLERY PUMP STATION DECOMMISSION	WATER REPL	120,000	
HYDROELECTRIC RENEWABLE ENERGY GENERATOR-MAERKLE RES.	WATER REPL	2,000,000	459,444



## 2012-13 Capital Improvement Program

BALANCE FORWARD	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-10 2018-22	YEAR 11 -15 2023-27
	60,000						
248,167							
		150,000					
		507,000	1,480,000				
1,654,101		830,000	1,134,000				
100,000							
476,794							
					350,000		
95,505							
	750,000	1,000,000					
	25,000	200,000					
		74,000					
3,517,783							
75,000	75,000						
145,772							
529,444							
172,578							
1,234,285							
		250,000					
						554,000	
815,221							
100,000							
		567,000					
77,250	50,000	50,000	50,000	22,000	22,000	110,000	110,000
		400,000					
188,911	100,000	100,000	100,000	100,000	100,000	500,000	500,000
1,517,900	330,000	330,000	330,000	330,000	330,000	1,650,000	1,650,000
121,135							
9,019							
307,176	80,000	80,000	80,000	80,000			
-		580,000					
		161,000					
252,000							
547,310							
		180,000	1,070,000				
847,863	35,000						
		100,000	225,000	750,000			
629,878							
21,744,549							
			20,000	121,000			
5,667,610	500,000						
14,489,832							
-			596,200	2,092,000			
<b>58,352,289</b>	<b>5,181,266</b>	<b>8,467,138</b>	<b>10,504,792</b>	<b>6,179,612</b>	<b>4,708,289</b>	<b>18,999,113</b>	<b>20,165,577</b>

	120,000						
-			815,000				
		150,000					
486,130		250,000					
-				280,000	670,000		
1,246,366							
		1,090,000					
1,059,817							
-				240,000			
		150,000					
84,827							
185,902							
-	100,000	400,000					
-	55,000	220,000					
		120,000					
1,540,556							

## 2012-13 Capital Improvement Program

PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC
KELLY RANCH PRESSURE REDUCING STATION	WATER REPL	560,000	-
LAKE CALAVERA RESERVOIR IMPROVEMENTS	WATER REPL	6,396,911	5,952,004
LIMITED ACCESS PIPELINE RELOCATION PROJECT	WATER REPL	1,940,000	
MAERKLE FACILITY IMPROVEMENTS	WATER REPL	2,135,200	1,032,023
MAERKLE FLOATING COVER REPLACEMENT	WATER REPL	10,000,000	
MAERKLE PUMP STATION IMPROVEMENTS	WATER CONN	1,000,200	-
MAERKLE PUMP STATION IMPROVEMENTS	WATER REPL	955,000	-
MAERKLE TRANSMISSION MAIN	WATER REPL	6,330,000	8,882
MISCELLANEOUS PIPELINE REPLACEMENTS	WATER REPL	1,433,000	271,547
WATER VALVE REPLACEMENT PROGRAM	WATER REPL	1,750,000	82,841
NCTD RIGHT OF WAY UTILITY RELOCATION (WATER)	WATER REPL	80,000	16,305
OCEANSIDE WATER INTERTIE UPGRADE	WATER REPL	115,000	-
PARK DRIVE WATER LINE AND SURFACE IMPROVEMENTS	WATER REPL	1,092,000	52,791
POINSETTIA LANE - CASSIA ROAD TO SKIMMER COURT	WATER CONN	720,000	-
PRESSURE REDUCING STATION REPLACEMENT/REHABILITATION	WATER REPL	1,102,000	105,010
RESERVOIR REPAIR AND MAINTENANCE PROGRAM	WATER REPL	6,000,000	181,011
ROBERTSON RANCH WATER TRANSMISSION MAIN	WATER REPL	1,200,000	
SANTA FE II RESERVOIR SITE DRAINAGE	WATER REPL	645,000	65,432
TRI-AGENCIES WATER TRANSMISSION PIPELINE REPLACEMENT	WATER REPL	6,455,000	130,085
WATER MASTER PLAN UPDATE	WATER CONN	700,000	579,654
WATER SYSTEM INTERTIE CONNECTION	WATER REPL	405,000	-
<b>SUBTOTAL WATER DISTRIBUTION SYSTEM</b>		<b>62,248,391</b>	<b>10,448,067</b>

### RECYCLED WATER PROJECTS

#### ENCINA WATER POLLUTION CONTROL FACILITY

CARLSBAD WATER RECYCLING FACILITY (ENCINA PROJECTS)	WATER REPL	4,486,500	16,022
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### RECYCLED WATER SYSTEM

ABANDON POTABLE SERVICES (NEW RECYCLED SERVICES)	WATER REPL	390,000	
CWRF - FLOW EQUALIZATION AND CHLORINE CONTACT TANK COVERS	WATER REPL	265,000	
EL CAMINO REAL AND TAMARACK PUMP STATION REMOVAL	WATER REPL	80,000	-
EL CAMINO REAL RECYCLED WATER PIPELINE (LA COSTA RESORT)	WATER REPL	1,615,000	
PALOMAR BUISNESS PARK RECYCLED WATER PIPELINES	WATER REPL	1,245,000	-
RECYCLED WATER LINE - CWRF TO CHINQUAPIN	WATER REPL	1,900,000	102,221
RECYCLED WATER LINE - INNOVATION WAYAND GATEWAY	RECL WATER	675,000	577,618
RECYCLED WATER LINE - INNOVATION WAYAND GATEWAY	WATER REPL	410,000	11,977
RECYCLED WATER MASTER PLAN UPDATE	WATER REPL	672,468	653,244
<b>SUBTOTAL RECYCLED WATER PROJECTS</b>		<b>11,738,968</b>	<b>1,361,082</b>

### CIRCULATION SYSTEM

#### TRAFFIC SIGNAL PROJECTS

AUDIBLE AND COUNTDOWN PEDESTRIAN SIGNALS	GAS TAX	31,811	23,575
PEDESTRIAN CROSSING - CARLSBAD BLVD./VILLAGE	GAS TAX	200,000	-
TRAF SIG - ALGA ROAD AND CAZADERO	GAS TAX	210,000	-
TRAF SIG - ARAMADA DRIVE AND FLEET STREET (S)	GAS TAX	190,000	-
TRAF SIG - ARMADA DRIVE AND GRAND PACIFIC RESORTS	GAS TAX	190,000	-
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	TIF	30,869	10,869
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	OTHER	645,356	343,356
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	GAS TAX	160,164	164
TRAF SIG - CAMINO DE LOS COCHES AND LA COSTA AVENUE	GAS TAX	190,000	-
TRAF SIG - CAMINO VIDA ROBLE AND YARROW DRIVE	GAS TAX	190,000	-
TRAF SIG - CANNON ROAD AND AVENIDA ENCINAS-REIMB.	PFF	150,000	300
TRAF SIG - CANNON ROAD AND COLLEGE BOULEVARD (DEVELOPER CONSTR)	GAS TAX	80,000	-
TRAF SIG - CARLSBAD BLVD & TAMARACK SIGNAL REPAIRS	IRF	230,000	-
TRAF SIG - EL CAMINO REAL AND CHESTNUT SIGNAL REPAIRS	IRF	276,000	-
TRAF SIG - EL CAMINO REAL AND TAMARACK SIGNAL REPAIRS	IRF	200,000	-
TRAF SIG - EL FUERTE ST AND LOKER AVENUE	GAS TAX	210,000	6,210
TRAF SIG - EL FUERTE ST AND RANCHO PANCHO	GAS TAX	190,000	-
TRAF SIG - FARADAY AVE. AND CAMINO HILLS DRIVE	GAS TAX	190,000	-
TRAF SIG - FARADAY AVENUE AND PALMER WAY	GAS TAX	190,000	
TRAF SIG - FARADAY AVENUE AND RUTHERFORD ROAD	GAS TAX	190,000	168,357
TRAF SIG - LA COSTA AVENUE AND LEVANTE	GAS TAX	210,000	-
TRAF SIG - MONROE STREET AND HOSP WAY	GAS TAX	210,000	-
TRAF SIG - POINSETTIA LANE AND BRIGANTINE ROAD	GAS TAX	190,000	-

## 2012-13 Capital Improvement Program

BALANCE FORWARD	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-10 2018-22	YEAR 11 -15 2023-27
560,000							
444,907							
	485,000	485,000	485,000	485,000			
1,103,177							
	130,000	270,000	270,000	9,330,000			
-		85,000	915,200				
-		85,000	870,000				
4,866,118	325,000	1,130,000					
1,161,453							
167,159	100,000	100,000	100,000	100,000	100,000	500,000	500,000
63,695							
-			115,000				
1,039,209							
-						720,000	
996,990							
2,853,989		965,000		150,000		1,850,000	
	1,200,000						
579,568							
1,124,915		100,000	5,100,000				
120,346							
-			405,000				
<b>19,685,124</b>	<b>2,515,000</b>	<b>5,600,000</b>	<b>9,075,200</b>	<b>10,585,000</b>	<b>770,000</b>	<b>3,070,000</b>	<b>500,000</b>

105,478	349,000	309,000	301,000	106,000	300,000	1,500,000	1,500,000
	195,000	195,000					
	265,000						
-				80,000			
	1,615,000						
1,245,000							
1,797,779							
97,382							
398,023							
19,224							
<b>3,662,886</b>	<b>2,424,000</b>	<b>504,000</b>	<b>301,000</b>	<b>186,000</b>	<b>300,000</b>	<b>1,500,000</b>	<b>1,500,000</b>

8,236							
200,000							
-						210,000	
-						190,000	
-						190,000	
-				20,000			
-				302,000			
-				160,000			
-		190,000					
-							190,000
149,700							
80,000							
230,000							
276,000							
200,000							
203,790							
-				190,000			
-		190,000					
			190,000				
21,643							
-			210,000				
-						210,000	
-						190,000	

## 2012-13 Capital Improvement Program

PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC
TRAF SIG - RANCHO SANTA FE ROAD AND CALLE JUNIPERO	GAS TAX	210,000	-
TRAF SIG - RANCHO SANTA FE ROAD AND QUESTHAVEN ROAD	GAS TAX	124,767	-
TRAF SIG - TAMARACK AVE. AND VALLEY STREET	GAS TAX	190,000	-
TRAFFIC SIGNAL PROGRAM	GCC	912,000	912,000
TRAFFIC SIGNAL PROGRAM	IRF	4,772,974	502,689
<b>SUBTOTAL TRAFFIC SIGNAL PROJECTS</b>		<b>10,763,941</b>	<b>1,967,520</b>
<b>STREET PROJECTS</b>			
AVENIDA ENCINAS WIDENING - SOUTH OF PALOMAR AIRPORT ROAD	TIF	5,402,000	169,631
BATIQUITOS DRIVE SLOPE STABILIZATION	GAS TAX	40,100	913
CAMINO HILLS AND JACKSPAR DRIVE SLOPE STABILIZATION	GCC	859,400	44,082
CANNON ROAD REACH 4B	TRANSNET-HWY	1,761,000	806,758
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT	FED GRNT	1,032,482	20,653
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT (LOCAL MATCH)	TRANSNET-LOC	78,422	1,515
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD	FED GRNT	979,274	190,195
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD (LOCAL MATCH)	TRANSNET-LOC	126,876	11,198
CARLSBAD BLVD. REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (20%)	TIF	781,000	-
CARLSBAD BLVD. REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (RTCIP / 20%)	TIF	3,083,000	-
CARLSBAD BOULEVARD MEDIAN-TAMARACK AVENUE TO PINE AVENUE	GAS TAX	2,314,000	-
CARLSBAD BOULEVARD REALIGNMENT - CANNON TO MANZANO (SEGMENT 1)	TIF	5,871,000	-
CARLSBAD BOULEVARD RETROFIT OVER SDNR	TRANSNET-LOC	1,734,000	1,490,228
CARLSBAD BOULEVARD RIP RAP EXTENSION	GAS TAX	842,000	600,859
CARLSBAD BOULEVARD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (20%)	TIF	824,000	-
CARLSBAD BOULEVARD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (RTCIP)	TIF	1,067,000	-
CARLSBAD VILLAGE DRIVE - GUARDRAIL REPLACEMENT	GCC	80,000	47,181
CARLSBAD VILLAGE DRIVE - PONTIAC TO VICTORIA	TIF	2,598,000	-
COLLEGE BLVD REACH A AND CANNON REACH 4A	OTHER	1,713,000	418,408
COLLEGE/CANNON ASSESSMENT DISTRICT	OTHER	10,314,481	10,007,100
CONCRETE REPAIR PROGRAM	GAS TAX	4,750,000	724,113
CONCRETE REPAIR WORK	GAS TAX	750,000	369,371
EL CAMINO REAL AND CANNON ROAD INTERSECTION IMPROVEMENTS	TIF	589,000	-
EL CAMINO REAL AND COLLEGE BLVD INTERSECTION IMPROVEMENTS	GAS TAX	515,000	-
EL CAMINO REAL AND CARLSBAD VILLAGE DRIVE DUAL LEFT TURNS	TIF	948,000	-
EL CAMINO REAL LEFT TURN LANE TO WESTBOUND TAMARACK	TIF	286,000	-
EL CAMINO REAL MEDIANS	GAS TAX	2,915,000	-
EL CAMINO REAL MEDIANS	PFF	909,500	144,030
EL CAMINO REAL MEDIANS - LA COSTA	PFF	1,300,000	-
EL CAMINO REAL RIGHT TURN LANE TO NORTH ALGA ROAD	TIF	367,000	-
EL CAMINO REAL WIDENING - CASSIA RD TO CAMINO VIDA ROBLE	TRANSNET-LOC	2,650,000	-
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE	TIF	1,775,000	-
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE (RTCIP)	TIF	625,000	-
EL CAMINO REAL WIDENING - LISA STREET TO CRESTVIEW DR	OTHER	2,125,000	-
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	TIF	7,656,023	1,025,791
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT (RTCIP)	TIF	422,000	422,000
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	TRANSNET-LOC	3,925,885	35,259
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	TRANSNET-STP	345,000	-
FARADAY AVENUE EXTENSION	OTHER	16,248,065	15,774,327
LA COSTA AVE - TRAFFIC CALMING	GAS TAX	1,029,755	166,755
MELROSE DRIVE AND ALGA ROAD DUAL LEFT TURN LANES (RTCIP)	TIF	1,036,000	-
MELROSE DRIVE EXTENSION - A	OTHER	1,525,584	1,495,541
MELROSE DRIVE RIGHT TURN LANE TO WEST PALOMAR AIRPORT ROAD	TIF	561,000	52,444
MUTCD STREET NAME SIGN REPLACEMENT	GAS TAX	485,000	22,217
PALOMAR AIRPORT RD. AND COLLEGE BLVD. INTERSECTION IMPROV.	TIF	495,500	22,570
PALOMAR AIRPORT RD. AND COLLEGE BLVD. INTERSECTION IMPROV.	GCC	250,500	98,873
PALOMAR AIRPORT ROAD AND MELROSE DRIVE RIGHT TURN	OTHER	165,980	155,816
PALOMAR AIRPORT ROAD AND MELROSE DRIVE RIGHT TURN	TIF	88,500	51,939
PALOMAR AIRPORT RD/PASEO DEL NORTE LEFT TURN LANE	GAS TAX	233,000	-
PALOMAR AIRPORT RD/PASEO DEL NORTE RIGHT TURN LANE	GAS TAX	564,000	-
PALOMAR AIRPORT ROAD TURN LANE TO NORTH EL FUERTE STREET	TIF	1,003,000	-
PALOMAR AIRPORT ROAD TURN LANE TO SOUTH EL CAMINO REAL	TIF	591,000	-
PALOMAR AIRPORT ROAD WIDENING AT MELROSE DRIVE	OTHER	2,826,268	2,624,617
PALOMAR AIRPORT ROAD WIDENING AT PASEO DEL NORTE	TIF	1,676,019	1,263,103
PAVEMENT MANAGEMENT PROGRAM	GAS TAX	24,788,130	1,451,071
PAVEMENT MANAGEMENT PROGRAM	TRANSNET-LOC	34,446,374	10,123,623

## 2012-13 Capital Improvement Program

BALANCE FORWARD	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-10 2018-22	YEAR 11 -15 2023-27
-						210,000	
124,767							
-						190,000	
-							
1,740,285	2,530,000						
<b>3,234,421</b>	<b>2,530,000</b>	<b>380,000</b>	<b>400,000</b>	<b>672,000</b>	<b>0</b>	<b>1,390,000</b>	<b>190,000</b>
55,369			421,000	2,395,000	2,361,000		
39,187							
815,318							
954,242							
128,741	883,088						
16,694	60,213						
27,810	761,269						
17,047	98,631						
-							781,000
-							3,083,000
-							2,314,000
-							5,871,000
243,772							
241,141							
-							824,000
-							1,067,000
32,819	-						
-							2,598,000
1,294,592							
307,381							
275,887	250,000	250,000	250,000	250,000	250,000	1,250,000	1,250,000
380,629							
-	65,000	524,000					
				515,000			
-						948,000	
-		286,000					
1,135,000				1,780,000			
765,470							
-		200,000	1,100,000				
-						367,000	
-			215,000	2,435,000			
-			1,775,000				
-		450,000	175,000				
-						2,125,000	
6,630,232							
-							
3,890,626							
345,000							
473,738							
-					863,000		
-							1,036,000
30,043							
357,556	151,000						
462,783							
472,930							
151,627							
10,164							
36,561							
-	233,000						
-	564,000						
-						1,003,000	
591,000							
201,651							
412,916							
2,237,059	1,130,000	1,170,000	1,400,000	1,450,000	1,450,000	7,250,000	7,250,000
1,027,751	1,890,000	1,830,000	1,575,000	1,500,000	1,500,000	7,500,000	7,500,000



## 2012-13 Capital Improvement Program

PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC
PAVEMENT MANAGEMENT PROGRAM (NON-JURIS FEES)	TRANSNET-LOC	14,032,476	440,915
PAVEMENT MANAGEMENT PROGRAM (PROP 1B Funds)	STATE TRANS	3,167,193	3,155,443
POINSETTIA LANE - REACH E	BTD#2	14,451,000	8,668
POINSETTIA LANE - REACHES A,B,C,F,G & AVIARA PKWY REIMB	BTD#2	1,446,000	-
POINSETTIA LANE EAST OF EL CAMINO REAL FINANCING PROGRAM	OTHER	28,932,793	26,193,047
POINSETTIA LANE WIDENING - PASEO DEL NORTE TO BATIQUITOS (RTCIP)	TIF	870,000	-
RANCHO SANTA FE ROAD AND OLIVENHAIN IMPROVEMENTS	RSF ROAD	5,985,905	4,866,767
RANCHO SANTA FE ROAD NORTH - PHASE I	RSF ROAD	26,292,321	26,201,423
RANCHO SANTA FE ROAD NORTH - PHASE II (BRIDGE)	RSF ROAD	20,671,000	20,132,734
RETROREFLECTIVITY SIGN REPLACEMENT PROGRAM	GAS TAX	2,320,000	12,650
SIDEWALK/STREET CONSTRUCTION - VALLEY AND MAGNOLIA SIDEWALKS	WATER REPL	291,000	204
SIDEWALK/STREET CONSTRUCTION - VALLEY AND MAGNOLIA SIDEWALKS	TIF	1,674,237	85,273
SIDEWALK/STREET CONSTRUCTION - VARIOUS LOCATIONS	TIF	4,100,000	108,980
TRAFFIC IMPACT FEE UPDATE	TIF	200,000	-
TRAFFIC MONITORING PROGRAM	TIF	2,006,900	490,651
UNDERGROUND DIST. 17 - HARDING, ROOSEVELT	GCC	509,800	92,219
<b>SUBTOTAL STREETS PROJECTS</b>		<b>289,318,743</b>	<b>131,621,155</b>

### LOANS TO OTHER FUNDS

PFF LOAN TO PIL-NE FOR PARK SITE ACQUISITION	PFF	4,550,000	4,550,000
GCC LOAN TO SCCRA FOR CARLSBAD BLVD. REALIGNMENT STUDY	GCC	256,301	256,301
CFD #1 TO TIF	CFD#1	2,816,498	2,816,498
TRANSNET-LOC LOAN TO SCCRA FOR CARLSBAD BLVD REALIGNMENT STUDY	TRANSNET-LOC	3,000,000	3,000,000
<b>SUBTOTAL FUTURE LOANS TO OTHER FUNDS</b>		<b>10,622,799</b>	<b>10,622,799</b>

### REPAYMENTS

GAS TAX TRANSFER TO GENERAL FUND (TRANSPORTATION OPERATING BUDGET)	GAS TAX	9,000,000	
TIF TO CFD #1	TIF	2,816,498	
PIL-NE TO PFF FOR PARK SITE ACQUISITION	PIL-NE	4,550,000	
SCCRA TO GCC FOR CARLSBAD BLVD. REALIGNMENT STUDY	RORF S CSBD	256,301	
SCCRA TO TRANSNET-LOC FOR CARLSBAD BLVD. REALIGNMENT STUDY	RORF S CSBD	3,000,000	
<b>SUBTOTAL LOAN REPAYMENTS</b>		<b>19,622,799</b>	<b>-</b>

### GRAND TOTAL ALL FUNDED PROJECTS

**864,603,999      248,170,205**

### UNFUNDED PROJECTS\*

AGUA HEDIONDA CHANNEL (PLDA "B" - FACILITY B + BN)	1,260,000
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	6,600,000
CANNON LAKE PARK (6.7 ACRES)	2,243,000
CANNON ROAD REACH 4 (PARTIAL FUNDING)	27,000,000
CARLSBAD BOULEVARD MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (PARTIAL FUNDING)	6,905,600
CARLSBAD BOULEVARD / PALOMAR AIRPORT ROAD (PARTIAL FUNDING)	14,109,600
CARLSBAD BOULEVARD REALIGNMENT - SEGMENTS 3-5	26,100,000
COASTAL RAIL TRAIL REACH 1	1,100,000
HOSP GROVE/BUENA VISTA LAGOON REC'L IMPROVEMENTS	1,280,000
PINE AVENUE PARK - MADISON PROPERTY, PHASE 2	2,320,000
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	7,800,000
<b>TOTAL UNFUNDED PROJECTS</b>	<b>96,718,200</b>



## 2012-13 Capital Improvement Program

BALANCE FORWARD	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-10 2018-22	YEAR 11 -15 2023-27
2,486,561	680,000	700,000	725,000	750,000	750,000	3,750,000	3,750,000
11,750							
641,332		1,600,000					12,201,000
-							1,446,000
2,739,746							-
-							870,000
1,119,138							
90,898							
538,266							
612,350	525,000	475,000	475,000	220,000			
290,796							
1,098,964	490,000						
991,020	300,000	300,000	300,000	300,000	300,000	1,500,000	
200,000	-						
172,249	96,000	96,000	96,000	96,000	96,000	480,000	384,000
417,581							
<b>35,473,387</b>	<b>8,177,201</b>	<b>7,881,000</b>	<b>8,507,000</b>	<b>11,691,000</b>	<b>7,570,000</b>	<b>26,173,000</b>	<b>52,225,000</b>


	600,000	600,000	600,000	600,000	600,000	3,000,000	3,000,000
	40,000	40,000	40,000	40,000	40,000	200,000	2,416,498
							4,550,000
							256,301
							3,000,000
-	640,000	640,000	640,000	640,000	640,000	3,200,000	13,222,799
201,736,229	28,906,672	23,957,978	30,620,105	30,173,612	15,741,389	119,254,216	166,043,593









# CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

BTD NO. 2 AVIARA PARKWAY - POINSETTIA LANE							
	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	8,050,368	8,845,272	7,721,738	9,542,164	9,856,860	9,917,380
<b>REVENUES</b>							
DEVELOPER FEES/FEDERAL GRANT		794,904	476,466	1,820,426	314,696	60,520	5,546,764
TOTAL REVENUES	N/A	794,904	476,466	1,820,426	314,696	60,520	5,546,764
<b>CAPITAL PROJECTS</b>							
POINSETTIA LANE - REACH E	650,000	-	1,600,000	-	-	-	12,201,000
POINSETTIA LANE - REACHES A,B,C,F,G & AVIARA PKWY REIMB	-	-	-	-	-	-	1,446,000
TOTAL PROJECT EXPENDITURES	650,000	-	1,600,000	-	-	-	13,647,000
ENDING FUND BALANCE	N/A	8,845,272	7,721,738	9,542,164	9,856,860	9,917,380	1,817,144

BTD NO. 3 CANNON ROAD WEST							
	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	460,154	487,863	487,863	487,863	487,863	487,863
<b>REVENUES</b>							
DEVELOPER FEES		27,709	-	-	-	-	3,592,896
TOTAL REVENUES	N/A	27,709	-	-	-	-	3,592,896
<b>CAPITAL PROJECTS</b>							
N/A	-	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	487,863	487,863	487,863	487,863	487,863	4,080,759

COMMUNITY FACILITIES DISTRICT NO. 1 (CFD 1)							
	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	49,432,044	50,657,546	51,875,445	53,204,916	53,995,475	54,814,607
<b>REVENUES</b>							
DEVELOPER SPECIAL TAXES		1,335,502	1,327,899	1,439,471	900,559	819,132	8,377,402
TOTAL REVENUES	N/A	1,335,502	1,327,899	1,439,471	900,559	819,132	8,377,402
<b>CAPITAL PROJECTS</b>							
CFD#1 ADMINISTRATION	110,030	110,000	110,000	110,000	110,000	-	-
CIVIC CENTER	100,000	-	-	-	-	-	27,380,000
LIBRARY EXPANSION (COLE)	-	-	-	-	-	-	5,016,000
LOAN - CFD #1 TO TIF	2,816,498	-	-	-	-	-	-
MAINTENANCE AND OPERATIONS CENTER	17,080,266	-	-	-	-	-	-
VETERAN'S MEMORIAL PARK (CITYWIDE ALL QUADRANTS)	-	-	-	-	-	-	23,240,000
TOTAL PROJECT EXPENDITURES	20,106,794	110,000	110,000	110,000	110,000	-	55,636,000
ENDING FUND BALANCE	N/A	50,657,546	51,875,445	53,204,916	53,995,475	54,814,607	7,556,009

# CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

GAS TAX FUND							
	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	7,084,847	5,759,214	5,534,636	5,086,441	2,782,069	2,508,303
<b>REVENUES</b>							
GAS TAX AND PROP 42 FUNDS		2,930,867	2,804,262	2,832,305	2,860,628	2,889,234	30,530,056
<b>TOTAL REVENUES</b>	<b>N/A</b>	<b>2,930,867</b>	<b>2,804,262</b>	<b>2,832,305</b>	<b>2,860,628</b>	<b>2,889,234</b>	<b>30,530,056</b>
<b>CAPITAL PROJECTS</b>							
<b>CARLSBAD VILLAGE DRIVE - GUARDRAIL REPLACEMENT</b>							
AUDIBLE AND COUNTDOWN PEDESTRIAN SIGNALS	31,811	-	-	-	-	-	-
BATIQUITOS DRIVE SLOPE STABILIZATION	40,100	-	-	-	-	-	-
CARLSBAD BOULEVARD MEDIAN-TAMARACK AVENUE TO PINE AVENUE	-	-	-	-	-	-	2,314,000
CARLSBAD BOULEVARD RIP RAP EXTENSION	842,000	-	-	-	-	-	-
CONCRETE REPAIR PROGRAM	1,000,000	250,000	250,000	250,000	250,000	250,000	2,500,000
CONCRETE REPAIR WORK	750,000	-	-	-	-	-	-
EL CAMINO REAL AND COLLEGE BLVD INTERSECTION IMPROVEMENTS	-	-	-	-	515,000	-	-
EL CAMINO REAL MEDIANS	1,135,000	-	-	-	1,780,000	-	-
GAS TAX TRANSFER TO GENERAL FUND (TRANSPORTATION OPERATING BUDGET)	-	600,000	600,000	600,000	600,000	600,000	6,000,000
LA COSTA AVE - TRAFFIC CALMING	166,755	-	-	-	-	863,000	-
LA COSTA AVE SLOPE REPAIR WEST OF ROMERIA	199,000	5,000	-	-	-	-	-
MARCA DRIVE DRAINAGE IMPROVEMENTS	65,000	-	-	-	-	-	-
MUTCD STREET NAME SIGN REPLACEMENT	485,000	-	-	-	-	-	-
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	2,133,754	949,500	153,840	155,500	-	-	-
PALOMAR AIRPORT RD/PASEO DEL NORTE LEFT TURN LANE	-	233,000	-	-	-	-	-
PALOMAR AIRPORT RD/PASEO DEL NORTE RIGHT TURN LANE	-	564,000	-	-	-	-	-
PAVEMENT MANAGEMENT PROGRAM	3,688,130	1,130,000	1,170,000	1,400,000	1,450,000	1,450,000	14,500,000
PEDESTRIAN CROSSING - CARLSBAD BLVD./VILLAGE	200,000	-	-	-	-	-	-
RETROREFLECTIVITY SIGN REPLACEMENT PROGRAM	625,000	525,000	475,000	475,000	220,000	-	-
ROMERIA DRAINAGE IMPROVEMENTS	338,000	-	-	-	-	-	-
TRAF SIG - ALGA ROAD AND CAZADERO	-	-	-	-	-	-	210,000
TRAF SIG - ARAMADA DRIVE AND FLEET STREET (S)	-	-	-	-	-	-	190,000
TRAF SIG - ARMADA DRIVE AND GRAND PACIFIC RESORTS	-	-	-	-	-	-	190,000
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	164	-	-	-	160,000	-	-
TRAF SIG - CAMINO DE LOS COCHES AND LA COSTA AVENUE	-	-	190,000	-	-	-	-
TRAF SIG - CAMINO VIDA ROBLE AND YARROW DRIVE	-	-	-	-	-	-	190,000
TRAF SIG - CANNON ROAD AND COLLEGE BOULEVARD (DEVELOPER CONSTR)	80,000	-	-	-	-	-	-
TRAF SIG - EL FUERTE ST AND LOKER AVENUE	210,000	-	-	-	-	-	-
TRAF SIG - EL FUERTE ST AND RANCHO PANTO	-	-	-	-	190,000	-	-
TRAF SIG - FARADAY AVE. AND CAMINO HILLS DRIVE	-	-	190,000	-	-	-	-
TRAF SIG - FARADAY AVENUE AND PALMER WAY	-	-	-	190,000	-	-	-
TRAF SIG - FARADAY AVENUE AND RUTHERFORD ROAD	190,000	-	-	-	-	-	-
TRAF SIG - LA COSTA AVENUE AND LEVANTE	-	-	-	210,000	-	-	-
TRAF SIG - MONROE STREET AND HOSP WAY	-	-	-	-	-	-	210,000
TRAF SIG - POINSETTIA LANE AND BRIGANTINE ROAD	-	-	-	-	-	-	190,000
TRAF SIG - RANCHO SANTA FE ROAD AND CALLE JUNIPERO	-	-	-	-	-	-	210,000
TRAF SIG - RANCHO SANTA FE ROAD AND QUESTHAVEN ROAD	124,767	-	-	-	-	-	-
TRAF SIG - TAMARACK AVE. AND VALLEY STREET	-	-	-	-	-	-	190,000
<b>TOTAL PROJECT EXPENDITURES</b>	<b>12,304,481</b>	<b>4,256,500</b>	<b>3,028,840</b>	<b>3,280,500</b>	<b>5,165,000</b>	<b>3,163,000</b>	<b>26,894,000</b>
<b>ENDING FUND BALANCE</b>	<b>N/A</b>	<b>5,759,214</b>	<b>5,534,636</b>	<b>5,086,441</b>	<b>2,782,069</b>	<b>2,508,303</b>	<b>6,144,359</b>

(1) Equal to projected fund balance less any continuing appropriations.



# CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

GENERAL CAPITAL CONSTRUCTION (GCC)							
	PRIOR	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6-15
	YEARS	2012-13	2013-14	2014-15	2015-16	2016-17	2018-27
BEGINNING FUND BALANCE (1)	N/A	38,339,890	32,792,185	32,792,185	32,792,185	32,792,185	32,792,185
<b>REVENUES</b>							
LOAN REPAYMENTS & OTHER		-	-	-	-	-	261,569
TOTAL REVENUES	N/A	-	-	-	-	-	261,569
<b>CAPITAL PROJECTS</b>							
AGUA HEDIONDA CHANNEL (PLDA "B" - FACILITY B + BN)	975,340	-	-	-	-	-	-
ALGA NORTE PARK - POOL - PHASE 1 (PROP C FUNDS)	11,792,795	-	-	-	-	-	-
ALGA NORTE PARK - POOL - PHASE 2	-	-	-	-	-	-	6,000,000
ALGA NORTE PARK - POOL - PHASE 2 (PROP C FUNDS)	676,498	-	-	-	-	-	3,746,502
ASSET MANAGEMENT PLAN (STORM DRAINS)	-	60,000	-	-	-	-	-
CAMINO HILLS AND JACKSPAR DRIVE SLOPE STABILIZATION	859,400	-	-	-	-	-	-
CARLSBAD VILLAGE DRIVE - GUARDRAIL REPLACEMENT	80,000	-	-	-	-	-	-
CITY ADMIN TRAINING FACILITY (PRE-DESIGN) - PROP C	-	-	-	-	-	-	100,000
LIBRARY EXPANSION (COLE)	-	-	-	-	-	-	1,629,806
EROSION CONTROL - THE CROSSINGS	106,000	-	-	-	-	-	-
FIRE STATIONS 1 THRU 5 DRAINAGE SYSTEMS	-	225,000	-	-	-	-	-
HUMAN CAPITAL MANAGEMENT SYSTEM	3,190,000	-	-	-	-	-	-
JOINT FIRST RESPONDERS TRAINING FACILITY	2,850,000	-	-	-	-	-	-
JOINT FIRST RESPONDERS TRAINING FACILITY - PHASE II	-	-	-	-	-	-	8,200,000
JOINT FIRST RESPONDERS TRAINING FACILITY - PROP C	13,650,000	-	-	-	-	-	-
LAKE CALAVERA SOUTH TRAIL IMPROVEMENTS	-	131,000	-	-	-	-	-
LAKE CALAVERA TRAILS MASTER PLAN/CONSTRUCTION	598,750	-	-	-	-	-	-
LOAN TO SCCRA FOR CARLSBAD BLVD. REALIGNMENT STUDY	256,301	-	-	-	-	-	-
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	460,250	-	-	-	-	-	-
OPEN SPACE AND TRAILS (PROP C)	-	5,034,205	-	-	-	-	-
PALOMAR AIRPORT RD. AND COLLEGE BLVD. INTERSECTION IMPROV.	250,500	-	-	-	-	-	-
PARK DRIVE RETAINING WALL AND STREET IMPROVEMENTS	155,500	87,500	-	-	-	-	-
POLICE CAD IMPLEMENTATION	2,312,228	-	-	-	-	-	-
RAISE BURIED STORM DRAIN CLEANOUTS	50,000	-	-	-	-	-	-
ROMERIA DRAINAGE IMPROVEMENTS	289,000	10,000	-	-	-	-	-
TRAFFIC SIGNAL PROGRAM	912,000	-	-	-	-	-	-
UNDERGROUND DIST. 17 - HARDING, ROOSEVELT	509,800	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	39,974,362	5,547,705	-	-	-	-	19,676,308
	N/A	32,792,185	32,792,185	32,792,185	32,792,185	32,792,185	13,377,446

GRANTS - FEDERAL							
	PRIOR	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6-15
	YEARS	2012-13	2013-14	2014-15	2015-16	2016-17	2018-27
BEGINNING FUND BALANCE (1)	N/A	54,049	-	-	-	-	-
<b>REVENUES</b>							
GRANT REVENUE		1,590,308	-	-	-	-	-
TOTAL REVENUES	N/A	1,590,308	-	-	-	-	-
<b>CAPITAL PROJECTS</b>							
COASTAL RAIL TRAIL (ROUNDAABOUT NORTHERLY CITY LIMITS) (CMAQ)	4,716,856	-	-	-	-	-	-
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT	149,394	883,088	-	-	-	-	-
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD	218,005	761,269	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	5,084,255	1,644,357	-	-	-	-	-
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

# CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

INFRASTRUCTURE MAINTENANCE & REPLACEMENT (IM&R)							
	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	63,796,297	67,921,297	75,479,297	83,295,297	91,455,297	99,783,297
<b>REVENUES</b>							
GENERAL FUND TRANSFER		7,382,000	7,558,000	7,816,000	8,160,000	8,328,000	90,280,000
TOTAL REVENUES	N/A	7,382,000	7,558,000	7,816,000	8,160,000	8,328,000	90,280,000
<b>CAPITAL PROJECTS</b>							
BEACH ACCESS STAIRS REPLACEMENT	-	-	-	-	-	-	948,000
CITY HALL ELECTRICAL PANEL UPGRADES	230,000	-	-	-	-	-	-
CIVIC CENTER	517,500	-	-	-	-	-	-
CMP REHABILITATION PROGRAM	2,827,360	32,000	-	-	-	-	-
IRF MASTER PLAN	-	85,000	-	-	-	-	-
KELLY DRIVE CHANNEL REPAIR	100,000	-	-	-	-	-	-
KELLY DRIVE CHANNEL REPLACEMENT	1,161,000	-	-	-	-	-	-
LA COSTA AVE DRAINAGE IMPROVEMENT PROJECT	-	-	-	-	-	-	1,769,500
ROOF RENOVATION/REPLACEMENT - DOVE LIBRARY AND LAS PALMAS	276,000	-	-	-	-	-	-
ROOF REPLACEMENT AT THE RAILROAD DEPOT (VISITOR CENTER)	200,000	-	-	-	-	-	-
SAFETY CENTER EXTERIOR WATERPROOFING	2,242,974	2,530,000	-	-	-	-	-
TRAF SIG - CARLSBAD BLVD & TAMARACK SIGNAL REPAIRS	492,150	-	-	-	-	-	-
TRAF SIG - EL CAMINO REAL AND CHESTNUT SIGNAL REPAIRS	-	315,000	-	-	-	-	-
TRAF SIG - EL CAMINO REAL AND TAMARACK SIGNAL REPAIRS	-	150,000	-	-	-	-	-
TRAFFIC SIGNAL PROGRAM	-	145,000	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	8,046,984	3,257,000	-	-	-	-	2,717,500
ENDING FUND BALANCE	N/A	67,921,297	75,479,297	83,295,297	91,455,297	99,783,297	187,345,797

OTHER							
	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	5,059,611	5,059,611	5,059,611	5,059,611	4,757,611	4,757,611
<b>REVENUES</b>							
OTHER FINANCING SOURCES		-	567,000	-	-	350,000	2,125,000
TOTAL REVENUES	N/A	-	567,000	-	-	350,000	2,125,000
<b>CAPITAL PROJECTS</b>							
COLLEGE BLVD REACH A AND CANNON REACH 4A	1,713,000	-	-	-	-	-	-
COLLEGE/CANNON ASSESSMENT DISTRICT	10,314,481	-	-	-	-	-	-
CREST DRIVE SEWER EXTENSION	-	-	-	-	-	350,000	-
EL CAMINO REAL WIDENING - LISA STREET TO CRESTVIEW DR	-	-	-	-	-	-	2,125,000
FARADAY AVENUE EXTENSION	16,248,065	-	-	-	-	-	-
GOLF COURSE 5 YEAR MITIGATION	3,284	-	-	-	-	-	-
MELROSE DRIVE EXTENSION - A	1,525,584	-	-	-	-	-	-
PALOMAR AIRPORT ROAD AND MELROSE DRIVE RIGHT TURN	165,980	-	-	-	-	-	-
PALOMAR AIRPORT ROAD WIDENING AT MELROSE DRIVE	2,826,268	-	-	-	-	-	-
POINSETTIA LANE EAST OF EL CAMINO REAL FINANCING PROGRAM	28,932,793	-	-	-	-	-	-
QUARRY CREEK SEWER EXTENSION (SBA "A" - REIMB. AGREEMENT)	-	-	567,000	-	-	-	-
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	343,356	-	-	-	302,000	-	-
TOTAL PROJECT EXPENDITURES	62,072,811	-	567,000	-	302,000	350,000	2,125,000
ENDING FUND BALANCE	N/A	5,059,611	5,059,611	5,059,611	4,757,611	4,757,611	4,757,611

## CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

PARK-IN-LIEU NE							
	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	739,480	739,480	739,480	739,480	1,274,060	2,059,893
<u>REVENUES</u>							
DEVELOPER FEES		-	-	-	534,580	785,833	5,089,202
TOTAL REVENUES	N/A	-	-	-	534,580	785,833	5,089,202
<u>CAPITAL PROJECTS</u>							
LOAN: PIL-NE TO PFF FOR PARK SITE ACQUISITION	-	-	-	-	-	-	4,550,000
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	150,000	-	-	-	-	-	2,550,000
TOTAL PROJECT EXPENDITURES	150,000	-	-	-	-	-	7,100,000
ENDING FUND BALANCE	N/A	739,480	739,480	739,480	1,274,060	2,059,893	49,095

PARK-IN-LIEU NW							
	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	148,682	255,757	369,971	512,738	662,643	805,410
<u>REVENUES</u>							
DEVELOPER FEES		107,075	114,214	142,767	149,905	142,767	3,697,665
TOTAL REVENUES	N/A	107,075	114,214	142,767	149,905	142,767	3,697,665
<u>CAPITAL PROJECTS</u>							
PINE AVENUE PARK - PINE COMMUNITY BUILDING - PHASE II	-	-	-	-	-	-	1,845,000
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	1,845,000
ENDING FUND BALANCE	N/A	255,757	369,971	512,738	662,643	805,410	2,658,075

PARK-IN-LIEU SE							
	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	1,332,660	1,332,660	1,338,006	1,343,352	1,359,389	489,326
<u>REVENUES</u>							
DEVELOPER FEES	-	-	5,346	5,346	16,037	16,037	294,019
TOTAL REVENUES	N/A	-	5,346	5,346	16,037	16,037	294,019
<u>CAPITAL PROJECTS</u>							
LEO CARRILLO PARK - PHASE III	-	-	-	-	-	886,100	-
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	886,100	-
ENDING FUND BALANCE	N/A	1,332,660	1,338,006	1,343,352	1,359,389	489,326	783,345

PARK-IN-LIEU SW							
	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	1,026,324	1,309,651	1,555,558	1,678,511	1,838,885	1,865,614
<u>REVENUES</u>							
DEVELOPER FEES		283,327	245,907	122,953	160,374	26,729	1,475,441
TOTAL REVENUES	N/A	283,327	245,907	122,953	160,374	26,729	1,475,441
<u>CAPITAL PROJECTS</u>							
AVIARA COMMUNITY PARK COMMUNITY BUILDING	-	-	-	-	-	-	2,870,000
AVIARA REIMBURSEMENT AGREEMENT	238,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	238,000	-	-	-	-	-	2,870,000
ENDING FUND BALANCE	N/A	1,309,651	1,555,558	1,678,511	1,838,885	1,865,614	471,055

# CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

## PARK FEE ZONES 5,13,16

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	2,628,523	2,682,143	2,701,485	2,701,485	2,701,485	2,729,685
<b>REVENUES</b>							
DEVELOPER FEES		53,620	19,342	-	-	28,200	1,369,466
TOTAL REVENUES	N/A	53,620	19,342	-	-	28,200	1,369,466
<b>CAPITAL PROJECTS</b>							
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	-	-	-	-	-	-	4,080,000
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	4,080,000
ENDING FUND BALANCE	N/A	2,682,143	2,701,485	2,701,485	2,701,485	2,729,685	19,151

## PLANNED LOCAL DRAINAGE AREA FEES (PLDA)

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	3,664,239	3,931,008	3,894,341	3,389,131	3,736,399	4,130,462
<b>REVENUES</b>							
DEVELOPER FEES		366,769	185,333	341,403	347,268	394,063	8,360,822
TOTAL REVENUES	N/A	366,769	185,333	341,403	347,268	394,063	8,360,822
<b>CAPITAL PROJECTS</b>							
AGUA HEDIONDA CHANNEL (PLDA "B" - FACILITY B + BN)	4,398,110	100,000	-	-	-	-	-
CARLSBAD BOULEVARD ENCINAS CREEK BRIDGE REPLACEMENT (PLDA "C" - C1)	2,539,565	-	-	-	-	-	-
COLLEGE BLVD. BRIDGE (REIMB./PLDA "B" - FACILITY BL-L)	-	-	-	-	-	-	1,816,101
MASTER DRAINAGE PLAN PROJECT AAA (Jefferson Street)	-	-	-	-	-	-	289,534
MASTER DRAINAGE PLAN PROJECT AAAA (Madison Street)	-	-	-	-	-	-	416,500
MASTER DRAINAGE PLAN PROJECT AC (Hosp Grove)	130,000	-	-	-	-	-	862,913
MASTER DRAINAGE PLAN PROJECT AFA (Hidden Valley Drainage Restoration)	-	-	-	-	-	-	91,608
MASTER DRAINAGE PLAN PROJECT AFB (Calavera Hills Drainage Restoration)	-	-	-	-	-	-	163,164
MASTER DRAINAGE PLAN PROJECT BB 1 and 2 (Washington Street)	-	-	-	-	-	-	1,086,065
MASTER DRAINAGE PLAN PROJECT BCB (Magnolia Avenue)	-	-	-	-	-	-	468,096
MASTER DRAINAGE PLAN PROJECT BFA (Country Store)	-	-	-	-	-	-	963,673
MASTER DRAINAGE PLAN PROJECT BFB-U (El Camino Real)	-	-	-	-	-	-	138,220
MASTER DRAINAGE PLAN PROJECT BJ B, BNB AND BJ-1	2,761,644	-	-	-	-	-	-
MASTER DRAINAGE PLAN PROJECT BL-U (College Blvd. Drainage)	-	-	-	-	-	-	384,509
MASTER DRAINAGE PLAN PROJECT BM (College Blvd./Canatarini Box Culvert)	-	-	-	-	-	-	204,077
MASTER DRAINAGE PLAN PROJECT BQ (Sunnycreek Road)	-	-	-	-	-	-	131,355
MASTER DRAINAGE PLAN PROJECT BR (Canatarini/College Blvd.)	-	-	-	-	-	-	180,773
MASTER DRAINAGE PLAN PROJECT C2 (Paseo Del Norte)	-	-	-	-	-	-	727,730
MASTER DRAINAGE PLAN PROJECT CA (Avenida Encinas)	-	-	-	-	-	-	529,402
MASTER DRAINAGE PLAN PROJECT DBA (Poinsettia Village)	-	-	-	-	-	-	167,215
MASTER DRAINAGE PLAN PROJECT DBB (Avenida Encinas)	-	-	-	-	-	-	429,108
MASTER DRAINAGE PLAN PROJECT DFA (Batiqitos Lagoon)	-	-	-	-	-	-	256,423
MASTER DRAINAGE PLAN PROJECT DH (Altiva Place Canyon)	-	-	-	-	-	-	232,812
MASTER DRAINAGE PLAN PROJECT DQB (La Costa Town Center)	-	-	-	-	-	-	745,842
MASTER DRAINAGE PLAN PROJECT DZ (Poinsettia Lane)	-	-	-	-	-	-	642,063
PARK DRIVE AND TAMARACK AVENUE STORM DRAIN BCA (PLDA "B")	-	-	222,000	846,613	-	-	-
TAMARACK AND ECR STORM DRAIN AND SILT. BASIN (REIMB./PLDA "B" - BFB-L + BF-1)	-	-	-	-	-	-	904,329
TOTAL PROJECT EXPENDITURES	9,829,319	100,000	222,000	846,613	-	-	11,831,512
ENDING FUND BALANCE	N/A	3,931,008	3,894,341	3,389,131	3,736,399	4,130,462	659,772

# CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

## PUBLIC FACILITY FEE FUND (PFF)

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	15,266,950	16,450,275	17,183,535	16,904,730	18,073,083	18,432,400
<b>REVENUES</b>							
DEVELOPER FEES		1,183,325	933,260	901,195	1,278,353	1,226,317	24,557,567
TOTAL REVENUES	N/A	1,183,325	933,260	901,195	1,278,353	1,226,317	24,557,567
<b>CAPITAL PROJECTS</b>							
FIRE STATION #3 RELOCATION	8,630,000	-	-	-	-	-	-
FIRE STATION #6 (PERMANENT)	5,324,100	-	-	-	-	-	-
LIBRARY EXPANSION (COLE)	-	-	-	-	-	-	10,295,000
PINE AVENUE PARK - PINE COMMUNITY BUILDING - PHASE II	-	-	-	-	-	-	8,340,000
PINE AVENUE PARK-RESTROOM/STORAGE BUILDING	376,656	-	-	-	-	-	-
AVIARA COMMUNITY PARK COMMUNITY BUILDING	-	-	-	-	-	-	8,359,000
POINSETTIA COMMUNITY PARK -PHASE III	1,072,725	-	-	-	-	-	14,962,000
ALGA NORTE PARK - PARK (30 ACRES) - PHASE 1	22,107,510	-	-	-	-	-	-
ALGA NORTE PARK - POOL - PHASE 1	6,099,695	-	-	-	-	-	-
LEO CARRILLO PARK - PHASE III	-	-	-	80,000	110,000	867,000	-
LEO CARRILLO BARN	500,000	-	-	-	-	-	-
TRAF SIG - CANNON ROAD AND AVENIDA ENCINAS-REIMB.	150,000	-	-	-	-	-	-
EL CAMINO REAL MEDIANS	909,500	-	-	-	-	-	-
EL CAMINO REAL MEDIANS - LA COSTA	-	-	200,000	1,100,000	-	-	-
PFF LOAN TO PIL-NE FOR PARK SITE ACQUISITION	4,550,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	49,720,186	-	200,000	1,180,000	110,000	867,000	41,956,000
ENDING FUND BALANCE	N/A	16,450,275	17,183,535	16,904,730	18,073,083	18,432,400	1,033,967

## RANCHO SANTA FE ROAD PROJECT

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	3,012,881	7,039,221	7,039,221	7,039,221	7,039,221	7,039,221
<b>REVENUES</b>							
DEVELOPER SPECIAL TAXES/OTHER AGENCIES		4,026,340	-	-	-	-	1,064,271
TOTAL REVENUES	N/A	4,026,340	-	-	-	-	1,064,271
<b>CAPITAL PROJECTS</b>							
RANCHO SANTA FE ROAD AND OLIVENHAIN IMPROVEMENTS	5,985,905	-	-	-	-	-	-
RANCHO SANTA FE ROAD NORTH - PHASE I	26,292,321	-	-	-	-	-	-
RANCHO SANTA FE ROAD NORTH - PHASE II (BRIDGE)	20,671,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	52,949,226	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	7,039,221	7,039,221	7,039,221	7,039,221	7,039,221	8,103,492

(1) Equal to projected fund balance less any continuing appropriations.

# CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

## RORF - VILLAGE

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
<b>REVENUES</b>							
TAX INCREMENT		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
<b>CAPITAL PROJECTS</b>							
NEW VILLAGE ARTS TENANT IMPROVEMENTS	1,500,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	1,500,000	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

## RORF - S CSBD

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
<b>REVENUES</b>							
TAX INCREMENT		-	-	-	-	-	3,256,301
TOTAL REVENUES	N/A	-	-	-	-	-	3,256,301
<b>CAPITAL PROJECTS</b>							
CARLSBAD BLVD. REALIGNMENT	3,250,000	-	-	-	-	-	-
LOAN: SCCRA TO GCC FOR CARLSBAD BLVD. REALIGNMENT STUDY	-	-	-	-	-	-	256,301
LOAN: SCCRA TO TRANSNET-LOC FOR CARLSBAD BLVD. REALIGNMENT STUDY	-	-	-	-	-	-	3,000,000
TOTAL PROJECT EXPENDITURES	3,250,000	-	-	-	-	-	3,256,301
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

(1) Equal to projected fund balance less any continuing appropriations.



# CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

SEWER CONNECTION FEE FUND							
	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	4,306,938	3,081,989	2,200,928	1,586,084	1,431,608	1,736,237
<b>REVENUES</b>							
DEVELOPER FEES		256,520	197,358	1,181,547	300,879	326,629	5,543,189
OTHER AGENCY CONTRIBUTIONS (CITY OF VISTA)		-	-	-	2,408,645	-	-
TOTAL REVENUES	N/A	256,520	197,358	1,181,547	2,709,524	326,629	5,543,189
<b>CAPITAL PROJECTS</b>							
PHASE IV EXPANSION - DEBT SERVICE	-	931,469	928,419	925,191	-	-	-
PHASE V EXPANSION	10,910,356	-	-	-	-	-	-
SEWER CAPACITY MONITORING PROGRAM	154,000	50,000	50,000	50,000	22,000	22,000	220,000
SEWER MASTER PLAN AND CONNECTION FEE UPDATE	100,000	-	-	-	-	-	-
VISTA/CARLSBAD BUENA VISTA LIFT STATION IMPROVEMENTS	-	-	100,000	225,000	750,000	-	-
VISTA/CARLSBAD INTER. BUENA VISTA LS/FORCEMAIN (VC-4)	5,725,000	-	-	-	-	-	-
VISTA/CARLSBAD INTER. HEDIONDA LS AND FORCEMAIN (VC12-VC13)	23,700,000	-	-	-	-	-	-
VISTA/CARLSBAD INTERCEPTOR REACH VC11B	6,430,000	500,000	-	-	-	-	-
VISTA/CARLSBAD INTERCEPTOR REACH VC14 TO VC15	16,100,000	-	-	-	-	-	-
VISTA/CARLSBAD INTERCEPTOR REPLACEMENT REACH 3	-	-	-	596,200	2,092,000	-	-
TOTAL PROJECT EXPENDITURES	63,119,356	1,481,469	1,078,419	1,796,391	2,864,000	22,000	220,000
ENDING FUND BALANCE	N/A	3,081,989	2,200,928	1,586,084	1,431,608	1,736,237	7,059,426

SEWER REPLACEMENT FUND							
	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	12,926,670	12,556,153	9,130,300	3,885,682	4,103,129	3,370,560
<b>REVENUES</b>							
TRANSFER FROM OPERATING FUND		3,329,280	3,395,866	3,463,783	3,533,059	3,603,720	40,327,521
TOTAL REVENUES	N/A	3,329,280	3,395,866	3,463,783	3,533,059	3,603,720	40,327,521
<b>CAPITAL PROJECTS</b>							
ASSET MANAGEMENT PLAN	-	60,000	-	-	-	-	-
BATIKUITOS LIFT STATION PUMP REPLACEMENT	250,000	-	-	-	-	-	-
BUENA INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	-	-	150,000	-	-	-	-
BUENA INTERCEPTOR SEWER REALIGNMENT - EAST SEGMENT	-	-	507,000	1,480,000	-	-	-
BUENA INTERCEPTOR SEWER/MANHOLE REHABILITATION	1,862,000	-	830,000	1,134,000	-	-	-
BUENA INTERCEPTOR REHAB AT ENCINA PLANT (REIMB)	100,000	-	-	-	-	-	-
CALAVERA HILLS TREATMENT PLANT - DEMOLITION	723,500	-	-	-	-	-	-
CAPITAL ACQ/REPL/REHAB AND STAFFING (ENCINA PROJECTS)	7,052,952	2,244,797	1,979,719	4,494,401	2,684,612	3,906,289	34,090,690
FLOW METER REPLACEMENT AT EIGHT LIFT STATIONS	100,000	-	-	-	-	-	-
FOXES LANDING LIFT STATION WETWELL AND PUMP REPLACEMENT	-	750,000	1,000,000	-	-	-	-
FOXES LIFT STATION FORCEMAIN REHABILITATION	-	25,000	200,000	-	-	-	-
GATESHEAD LIFT STATION REMOVAL	-	-	74,000	-	-	-	-
HOME PLANT PIPELINE AND LIFT STATION REPLACEMENT	4,139,000	-	-	-	-	-	-
LEUCADIA TRUNK SEWER REHABILITATION	75,000	75,000	-	-	-	-	-
MAINTENANCE AND OPERATIONS CENTER	3,861,000	-	-	-	-	-	-
NCTD RIGHT OF WAY UTILITY RELOCATION (SEWER)	-	212,166	-	-	-	-	-
NORTH AGUA HEDIONDA INTERCEPTOR - WEST SEGMENT	5,853,999	-	-	-	-	-	-
NORTH AGUA HEDIONDA SEWER INVERTED SIHPPON REHABILITATION	218,000	-	-	-	-	-	-
NORTH AGUA HEDIONDA TRUNK SEWER REACH NAHT1A (SBA "B")	2,862,000	-	-	-	-	-	-
NORTH BATIKUITOS ACCESS ROAD IMPROVEMENTS	-	-	250,000	-	-	-	-
NORTH BATIKUITOS LIFT STATION FORCEMAIN REHABILITATION	-	-	-	-	-	-	554,000
OCCIDENTAL SEWER IMPROVEMENTS	849,000	-	-	-	-	-	-
ODOR AND CORROSION PREVENTION ASSESSMENT	100,000	-	-	-	-	-	-
SEWER EASEMENT ACCESS PROGRAM	-	-	400,000	-	-	-	-
SEWER LIFT STATION REPAIRS AND UPGRADES	1,260,380	100,000	100,000	100,000	100,000	100,000	1,000,000
SEWER LINE REFURBISHMENTS AND REPLACEMENT	3,067,894	330,000	330,000	330,000	330,000	330,000	3,300,000
SEWER MASTER PLAN AND CONNECTION FEE UPDATE	460,000	-	-	-	-	-	-
SEWER PIPELINE CONDITION ASSESSMENT	313,000	80,000	80,000	80,000	80,000	-	-
SEWER RELOCATION AT SUMMERWIND PLACE	306	-	580,000	-	-	-	-
SIMSBURY SEWER EXTENSION	-	-	161,000	-	-	-	-
TAMARACK SEWER REHABILITATION AT RAILROAD RIGHT-OF-WAY	252,000	-	-	-	-	-	-
TERRAMAR LIFT STATION REPLACEMENT	598,000	-	-	-	-	-	-
TERRAMAR SEWER REPLACEMENT - EL ARBOL AND LOS ROBLES	-	-	180,000	1,070,000	-	-	-
VANCOUVER SEWER EXTENSION	971,000	35,000	-	-	-	-	-
VISTA/CARLSBAD INTERCEPTOR REACHES 1 & 2 REHABILITATION	-	-	-	20,000	121,000	-	-
TOTAL PROJECT EXPENDITURES	35,181,197	3,699,797	6,821,719	8,708,401	3,315,612	4,336,289	38,944,690
ENDING FUND BALANCE	N/A	12,556,153	9,130,300	3,885,682	4,103,129	3,370,560	4,753,391

(1) Equal to projected fund balance less any continuing appropriations.

# CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

## STATE TRANSPORTATION

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	115,401	115,401	115,401	115,401	115,401	115,401
<b>REVENUES</b>							
PROPOSITION 1B FUNDS		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
<b>CAPITAL PROJECTS</b>							
PAVEMENT MANAGEMENT PROGRAM (PROP 1B Funds)	3,167,193	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	3,167,193	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	115,401	115,401	115,401	115,401	115,401	115,401

## TRAFFIC IMPACT FEES (TIF)

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	8,309,447	8,949,478	8,285,056	6,626,263	4,863,470	3,252,626
<b>REVENUES</b>							
DEVELOPER FEES		1,782,031	1,031,578	1,148,207	1,088,207	1,186,156	24,058,827
TOTAL REVENUES	N/A	1,782,031	1,031,578	1,148,207	1,088,207	1,186,156	24,058,827
<b>CAPITAL PROJECTS</b>							
AVENIDA ENCINAS WIDENING - SOUTH OF PALOMAR AIRPORT ROAD	225,000	-	-	421,000	2,395,000	2,361,000	-
CARLSBAD BLVD. REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (20%)	-	-	-	-	-	-	781,000
CARLSBAD BLVD. REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (RTCIP / 20%)	-	-	-	-	-	-	3,083,000
CARLSBAD BOULEVARD REALIGNMENT - CANNON TO MANZANO (SEGMENT 1)	-	-	-	-	-	-	5,871,000
CARLSBAD BOULEVARD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (20%)	-	-	-	-	-	-	824,000
CARLSBAD BOULEVARD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (RTC)	-	-	-	-	-	-	1,067,000
CARLSBAD VILLAGE DRIVE - PONTIAC TO VICTORIA	-	-	-	-	-	-	2,598,000
EL CAMINO REAL AND CANNON ROAD INTERSECTION IMPROVEMENTS	-	65,000	524,000	-	-	-	-
EL CAMINO REAL AND CARLSBAD VILLAGE DRIVE DUAL LEFT TURNS	-	-	-	-	-	-	948,000
EL CAMINO REAL LEFT TURN LANE TO WESTBOUND TAMARACK	-	-	286,000	-	-	-	-
EL CAMINO REAL RIGHT TURN LANE TO NORTH ALGA ROAD	-	-	-	-	-	-	367,000
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE	-	-	-	1,775,000	-	-	-
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE (RTCIP)	-	-	450,000	175,000	-	-	-
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	7,656,023	-	-	-	-	-	-
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT (RTCIP)	422,000	-	-	-	-	-	-
LOAN: TIF TO CFD #1	-	40,000	40,000	40,000	40,000	40,000	2,616,498
MELROSE DRIVE AND ALGA ROAD DUAL LEFT TURN LANES (RTCIP)	-	-	-	-	-	-	1,036,000
MELROSE DRIVE RIGHT TURN LANE TO WEST PALOMAR AIRPORT ROAD	410,000	151,000	-	-	-	-	-
PALOMAR AIRPORT RD. AND COLLEGE BLVD. INTERSECTION IMPROV.	495,500	-	-	-	-	-	-
PALOMAR AIRPORT ROAD AND MELROSE DRIVE RIGHT TURN	88,500	-	-	-	-	-	-
PALOMAR AIRPORT ROAD TURN LANE TO NORTH EL FUERTE STREET	-	-	-	-	-	-	1,003,000
PALOMAR AIRPORT ROAD TURN LANE TO SOUTH EL CAMINO REAL	591,000	-	-	-	-	-	-
PALOMAR AIRPORT ROAD WIDENING AT PASEO DEL NORTE	1,676,019	-	-	-	-	-	-
POINSETTIA LANE WIDENING - PASEO DEL NORTE TO BATIQUITOS (RTCIP)	-	-	-	-	-	-	870,000
SIDEWALK/STREET CONSTRUCTION - VALLEY AND MAGNOLIA SIDEWALKS	1,184,237	490,000	-	-	-	-	-
SIDEWALK/STREET CONSTRUCTION - VARIOUS LOCATIONS	1,100,000	300,000	300,000	300,000	300,000	300,000	1,500,000
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	10,869	-	-	-	20,000	-	-
TRAFFIC IMPACT FEE UPDATE	200,000	-	-	-	-	-	-
TRAFFIC MONITORING PROGRAM	662,900	96,000	96,000	96,000	96,000	96,000	864,000
TOTAL PROJECT EXPENDITURES	14,722,048	1,142,000	1,696,000	2,807,000	2,851,000	2,797,000	23,428,498
ENDING FUND BALANCE	N/A	8,949,478	8,285,056	6,626,263	4,863,470	3,252,626	3,882,955

(1) Equal to projected fund balance less any continuing appropriations.

# CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

## TRANSNET - BICYCLE

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	35,473	35,473	35,473	35,473	35,473	35,473
<b>REVENUES</b>							
TRANSNET REVENUE		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
<b>CAPITAL PROJECTS</b>							
COASTAL RAIL TRAIL	270,089	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	270,089	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	35,473	35,473	35,473	35,473	35,473	35,473

## TRANSNET - HIGHWAY

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	453,483	453,483	453,483	453,483	453,483	453,483
<b>REVENUES</b>							
TRANSNET REVENUE		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
<b>CAPITAL PROJECTS</b>							
CANNON ROAD REACH 4B	1,761,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	1,761,000	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	453,483	453,483	453,483	453,483	453,483	453,483

## TRANSNET - LOCAL

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
TRANSPORTATION TAXES							
BEGINNING FUND BALANCE (1)	N/A	1,239,306	1,463,462	2,017,462	3,933,552	2,620,793	3,892,671
<b>REVENUES</b>							
TRANSPORTATION TAXES		2,953,000	3,084,000	4,431,090	3,372,241	3,521,878	38,748,951
TOTAL REVENUES	N/A	2,953,000	3,084,000	4,431,090	3,372,241	3,521,878	38,748,951
<b>CAPITAL PROJECTS</b>							
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT (LOCAL MATCH)	18,209	60,213	-	-	-	-	-
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD (LOCAL MATCH)	28,245	98,631	-	-	-	-	-
CARLSBAD BOULEVARD RETROFIT OVER SDNR	1,734,000	-	-	-	-	-	-
EL CAMINO REAL WIDENING - CASSIA RD TO CAMINO VIDA ROBLE	-	-	215,000	2,435,000	-	-	-
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	3,925,885	-	-	-	-	-	-
PAVEMENT MANAGEMENT PROGRAM	11,151,374	1,890,000	1,830,000	1,575,000	1,500,000	1,500,000	15,000,000
PAVEMENT MANAGEMENT PROGRAM (NON-JURIS FEES)	2,927,476	680,000	700,000	725,000	750,000	750,000	7,500,000
TRANSNET-LOC LOAN TO SCCRA FOR CARLSBAD BLVD REALIGNMENT STUDY	3,000,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	22,785,189	2,728,844	2,530,000	2,515,000	4,685,000	2,250,000	22,500,000
ENDING FUND BALANCE	N/A	1,463,462	2,017,462	3,933,552	2,620,793	3,892,671	20,141,622

(1) Equal to projected fund balance less any continuing appropriations.

# CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

## TRANSNET - STP

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	22,413	22,413	22,413	22,413	22,413	22,413
<b>REVENUES</b>							
TRANSPORTATION TAXES		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
<b>CAPITAL PROJECTS</b>							
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	345,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	345,000	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	22,413	22,413	22,413	22,413	22,413	22,413

## TRANSPORTATION DEVELOPMENT ACT (TDA)

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	58,683	58,683	58,683	58,683	58,683	58,683
<b>REVENUES</b>							
TRANSNET REVENUE		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
<b>CAPITAL PROJECTS</b>							
COASTAL RAIL TRAIL	60,785	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	60,785	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	58,683	58,683	58,683	58,683	58,683	58,683

## WATER - MAJOR FACILITY FEE FUND

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	22,400,632	23,465,623	22,444,813	22,203,866	23,045,705	23,963,474
<b>REVENUES</b>							
DEVELOPER FEES		1,064,991	404,190	674,253	841,839	917,769	16,496,965
TOTAL REVENUES	N/A	1,064,991	404,190	674,253	841,839	917,769	16,496,965
<b>CAPITAL PROJECTS</b>							
CALAVERA HILLS WATER BOOSTER STATION STANDBY GENERATOR	500,000	-	250,000	-	-	-	-
COLLEGE BOULEVARD - CANNON TO BADGER LANE	-	-	1,090,000	-	-	-	-
COLLEGE BOULEVARD PIPELINE "A" STREET TO CANNON ROAD	1,060,000	-	-	-	-	-	-
EL FUERTE - NORTH OF LOKER - (Reimb)	250,000	-	-	-	-	-	-
MAERKLE PUMP STATION IMPROVEMENTS	-	-	85,000	915,200	-	-	-
POINSETTIA LANE - CASSIA ROAD TO SKIMMER COURT	-	-	-	-	-	-	720,000
WATER MASTER PLAN UPDATE	700,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	2,510,000	-	1,425,000	915,200	-	-	720,000
ENDING FUND BALANCE	N/A	23,465,623	22,444,813	22,203,866	23,045,705	23,963,474	39,740,439

## WATER - RECYCLED WATER FUND

	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
<b>REVENUES</b>							
RECYCLED WATER REVENUE		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
<b>CAPITAL PROJECTS</b>							
RECYCLED WATER LINE - INNOVATION WAYAND GATEWAY	675,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	675,000	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

(1) Equal to projected fund balance less any continuing appropriations.

# CAPITAL IMPROVEMENT PROGRAM FUND SUMMARY

WATER REPLACEMENT FUND							
	PRIOR YEARS	YEAR 1 2012-13	YEAR 2 2013-14	YEAR 3 2014-15	YEAR 4 2015-16	YEAR 5 2016-17	YEAR 6-15 2018-27
BEGINNING FUND BALANCE (1)	N/A	24,167,737	25,242,737	26,103,269	23,313,178	18,349,393	23,228,034
<b>REVENUES</b>							
TRANSFER FROM OPERATING FUND		6,014,000	5,539,532	5,670,909	5,807,215	5,948,641	67,991,794
TOTAL REVENUES	N/A	6,014,000	5,539,532	5,670,909	5,807,215	5,948,641	67,991,794
<b>CAPITAL PROJECTS</b>							
ABANDON POTABLE SERVICES (NEW RECYCLED SERVICES)	-	195,000	195,000	-	-	-	-
ASSET MANAGEMENT PLAN	-	120,000	-	-	-	-	-
AVIARA PARKWAY AND PLUM TREE WATERLINE	-	-	-	815,000	-	-	-
BUENA VISTA PUMP STATION AND FOREBAY REMOVAL	-	-	150,000	-	-	-	-
CARLSBAD BOULEVARD - SOUTH OF AVENIDA ENCINAS	-	-	-	-	280,000	670,000	-
CARLSBAD WATER RECYCLING FACILITY (ENCINA PROJECTS)	121,500	349,000	309,000	301,000	106,000	300,000	3,000,000
CATHODIC PROTECTION PROGRAM	1,246,700	-	-	-	-	-	-
CRESTVIEW DRIVE TRANSMISSION MAIN	-	-	-	-	240,000	-	-
CWRF - FLOW EQUALIZATION AND CHLORINE CONTACT TANK COVERS	-	265,000	-	-	-	-	-
E TANK DECOMMISSION (THE CROSSINGS ROAD)	-	-	150,000	-	-	-	-
EL CAMINO REAL AND TAMARACK PUMP STATION REMOVAL	-	-	-	-	80,000	-	-
EL CAMINO REAL RECYCLED WATER PIPELINE (LA COSTA RESORT)	-	1,615,000	-	-	-	-	-
EL CAMINO REAL TRANSMISSION MAIN FROM FARADY TO COUGAR DRIVE	1,517,380	-	-	-	-	-	-
EL FUERTE AND CORINTIA STREET PRESSURE REDUCING STATION	-	100,000	400,000	-	-	-	-
ELLERY PUMP STATION DECOMMISSION	-	-	120,000	-	-	-	-
ELLERY WATER PUMP PROJECT	-	55,000	220,000	-	-	-	-
HYDROELECTRIC RENEWABLE ENERGY GENERATOR-MAERKLE RES.	2,000,000	-	-	-	-	-	-
KELLY RANCH PRESSURE REDUCING STATION	560,000	-	-	-	-	-	-
LAKE CALAVERA RESERVOIR IMPROVEMENTS	6,396,911	-	-	-	-	-	-
LIMITED ACCESS PIPELINE RELOCATION PROJECT	-	485,000	485,000	485,000	485,000	-	-
MAERKLE FACILITY IMPROVEMENTS	2,135,200	-	-	-	-	-	-
MAERKLE FLOATING COVER REPLACEMENT	-	130,000	270,000	270,000	9,330,000	-	-
MAERKLE PUMP STATION IMPROVEMENTS	-	-	85,000	870,000	-	-	-
MAERKLE TRANSMISSION MAIN	4,875,000	325,000	1,130,000	-	-	-	-
MAINTENANCE AND OPERATIONS CENTER	7,170,000	-	-	-	-	-	-
MISCELLANEOUS PIPELINE REPLACEMENTS	1,433,000	-	-	-	-	-	-
NCTD RIGHT OF WAY UTILITY RELOCATION (WATER)	80,000	-	-	-	-	-	-
OCEANSIDE WATER INTERTIE UPGRADE	-	-	-	115,000	-	-	-
PALOMAR BUISNESS PARK RECYCLED WATER PIPELINES	1,245,000	-	-	-	-	-	-
PARK DRIVE WATER LINE AND SURFACE IMPROVEMENTS	1,092,000	-	-	-	-	-	-
PRESSURE REDUCING STATION REPLACEMENT/REHABILITATION	1,102,000	-	-	-	-	-	-
RECYCLED WATER LINE - CWRF TO CHINQUAPIN	1,900,000	-	-	-	-	-	-
RECYCLED WATER LINE - INNOVATION WAYAND GATEWAY	410,000	-	-	-	-	-	-
RECYCLED WATER MASTER PLAN UPDATE	672,468	-	-	-	-	-	-
RESERVOIR REPAIR AND MAINTENANCE PROGRAM	3,035,000	-	965,000	-	150,000	-	1,850,000
ROBERTSON RANCH WATER TRANSMISSION MAIN	-	1,200,000	-	-	-	-	-
SANTA FE II RESERVOIR SITE DRAINAGE	645,000	-	-	-	-	-	-
SIDEWALK/STREET CONSTRUCTION - VALLEY AND MAGNOLIA SIDEWALKS	291,000	-	-	-	-	-	-
TRI-AGENCIES WATER TRANSMISSION PIPELINE REPLACEMENT	1,255,000	-	100,000	5,100,000	-	-	-
WATER SYSTEM INTERTIE CONNECTION	-	-	-	405,000	-	-	-
WATER VALVE REPLACEMENT PROGRAM	250,000	100,000	100,000	100,000	100,000	100,000	1,000,000
TOTAL PROJECT EXPENDITURES	39,433,159	4,939,000	4,679,000	8,461,000	10,771,000	1,070,000	5,850,000
ENDING FUND BALANCE	N/A	25,242,737	26,103,269	23,313,178	18,349,393	23,228,034	85,369,828

## **GLOSSARY OF CAPITAL PROJECT FUNDING SOURCES**

Assessments Districts (ASMT DIST) - Capital projects financed by the issuance of Assessment District bonds. Projects include street construction and improvements to Alga Road, College Boulevard, and the proposed Poinsettia Lane East district.

Bridge and Thoroughfare Districts - Bridge and Thoroughfare District No. 3 developer fees to partially fund Cannon Road improvements. Bridge and Thoroughfare District No. 2 developer fees to partially fund the Poinsettia Lane and Aviara Parkway street construction project.

CFD #1 - The City of Carlsbad Community Facilities District No. 1 (Mello-Roos) funds civic projects, I-5 interchanges, and road segments.

CFD #3 - The newly established City of Carlsbad Community Facilities District No. 3 will fund improvements within the Faraday/Melrose area.

Federal Grants (FED GRNT) - Projects funded from Federal Grants include the Coastal Rail Trail and the Carlsbad Boulevard Encinas Creek Bridge Replacement.

Gas Tax - Gas Tax funding for street projects are received under the Streets & Highways Code of the State of California.

General Capital Const. (GCC) - General Capital Construction funds, created through fund transfers from the City's General Fund, are used to fund various municipal and other capital projects.

Infrastructure Replacement Fund - Annual transfers from the General fund pay for major maintenance and replacement of the City's infrastructure.

Other - Sources include revenues related to pending financing districts such as College-Cannon and Faraday-Melrose, or contributions from other agencies.

Park in Lieu (PIL) - Park in Lieu Fees are charged to developers for park acquisition and development. PIL fees are segregated by quadrant to fund park projects: PIL Area 1 NW, PIL Area 2 NE, PIL Area 3 SW, and PIL Area 4 SE.

Planned Local Drainage (PLD) - Drainage facilities necessitated by growth are paid from developer Planned Local Drainage Fees.

Public Facilities Fees (PFF) - Public Facilities Fees are charged to developers to fund civic facilities, park development, streets, traffic signals, and other facilities.

Sewer Benefit Area Fees (SEW BENEF) - Development fees collected for the construction and improvement of interceptor systems located within specific Benefit Areas.

Sewer Connection (SEWER CONN) - Development fees include Sewer Connection charges for expansion of sewer lines and facilities.

Sewer Replacement (SEWER REPL) - Sewer Replacement is part of sewer user fees and pays for repair and replacement of the City's existing sewer system.

State Grants (ST GRANT) - State Grants include funding for the Coastal Rail Trail and Traffic Congestion Relief Funds.



Redevelopment Obligation Repayment Fund – Village Area (RORF VILLAGE) - Property taxes generated by increases in assessed values in the Redevelopment project area. Funds are used to repay Tax Increment Bonds, city advances, and finance land acquisition and project construction in the downtown Village district.

Redevelopment Obligation Repayment Fund – South Carlsbad (RORF S CSBD) – Property taxes generated by increases in assessed values in the South Carlsbad Coastal Redevelopment project area. Funds are used to pay for project construction and land acquisition in the south Carlsbad district, and repayment of city advances.

TDA - City street and bicycle projects receive funding from Transportation Development Act sales tax receipts.

Traffic Impact Fees (TIF) - Developer Traffic Impact Fees are used for various street construction and improvement projects.

TransNet (TRNSNT/BIKE, /HWY, /LOCAL, /STP) - Receipts of County Sales Taxes allocated by the San Diego Regional Transportation Commission finance various bicycle, freeway interchange, and local road improvement projects.

Water Connection (WATER CONN) - Development fees include Major Facility Fees used to fund expansion of water lines and various water projects.

Water Replacement (WATER REPL) - Water Replacement funds are included in water utility rates and pay for the repair and replacement of existing water lines and facilities.

Water Recycled (RECL WATER) – Revenues used to fund Recycled Water projects, including Federal and State grants and loans for construction of the Phase II facility, pipelines, flow equalization, and reservoir improvements.

Zone 5, 13, 16 Park Fee (ZONE 5) - Fees paid by development in Local Facilities Management Zones 5, 13, and 16 to fund the proposed Business Park Recreational Facility in the City's industrial corridor.









CITY OF CARLSBAD  
 PLANNED MAJOR CAPITAL OUTLAY ITEMS 2012-13  
 (Greater than \$10,000)

GENERAL FUND			
Org Key Department	Item Description	Qty	One-Time Cost
0012223 Fire	Replacement of 3 EMS Portable EKG Monitors	3	\$ 110,000
	<b>FIRE SUBTOTAL</b>	<b>3</b>	<b>\$ 110,000</b>
OTHER FUNDS			
1212110 Police - Asset Forfeiture	Public Safety DVR Storage	1	12,775
	<b>POLICE SUBTOTAL</b>		<b>\$ 12,775</b>
1381010 Local Cable Infrastructure	Display screens and mounting hardware	6	16,163
	City Government Channel Emergency Bulletin Distribution	1	20,688
	Wireless Distribution of PEG Programming for Stagecoach & Calavera	1	25,860
	City Hall Electrical Rewire	1	21,550
	City Hall A/V Replacement Equipment	1	11,989
	<b>LOCAL CABLE INFRASTRUCTURE SUBTOTAL</b>		<b>\$ 96,250</b>
6215461 Fleet Replacement	Mobile Intensive Care Unit	1	\$ 200,000
	Mower Riding Large	1	\$ 30,000
	Multipurpose BMW Motorcycle	2	\$ 50,000
	Pickup Truck 1/2 Ton	1	\$ 24,000
	Pickup Truck 3/4 Ton	1	\$ 35,000
	Pickup Truck Compact	1	\$ 18,000
	Pickup Truck Compact 4x4	1	\$ 26,000
	Sedan Intermediate Police	1	\$ 26,000
	Sedan Police-Equipped	8	\$ 320,000
	SUV Intermediate 4x4 - Fire Equipped	1	\$ 42,500
	SUV Intermediate 4x4	1	\$ 24,000
	Truck 1 T Flatbed	1	\$ 43,000
	Fire Brush Truck	1	\$ 340,000
	Turf Truck	1	\$ 20,000
	Van Full Size	1	\$ 26,000
	<b>FLEET MAINTENANCE SUBTOTAL</b>		<b>\$ 1,224,500</b>
640171X Information Technology	Firewall Replacement	3	\$ 27,254
	Router Replacement	11	\$ 123,805
	Storage Area Network Controllers	1	\$ 91,588
	Server replacements	1	\$ 41,030
	Network printer replacements	1	\$ 43,323
	Desktop replacements	169	\$ 226,351
	Laptops	31	\$ 54,823
	Semi-Rugged Laptops	4	\$ 16,848
	Ruggedized Police Mobile Laptops	24	\$ 116,060
	<b>INFORMATION TECHNOLOGY SUBTOTAL</b>		<b>\$ 741,081</b>
<b>GRAND TOTAL MAJOR CAPITAL OUTLAY</b>			<b>\$ 2,184,606</b>

\*Major Capital Outlay only includes items of \$10,000 or greater.

**CITY OF CARLSBAD  
OUT OF STATE TRAVEL BUDGET 2012-13**

GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2012-13 BUDGET
0010110	CITY COUNCIL	Legislative Meetings	2	Washington DC	\$2,700
		TLG Conference	3	Atlanta, GA	\$4,500
		<b>CITY COUNCIL TOTAL</b>			<b>\$7,200</b>
0010210	CITY CLERK	IIMC Conference	1	Atlantic City, NJ	\$2,500
		<b>CITY CLERK TOTAL</b>			<b>\$2,500</b>
0010310	TREASURY	Assoc. of Public Treasurers of US & Canada	1	Williamsburg, VA	\$2,500
		<b>TREASURY TOTAL</b>			<b>\$2,500</b>
0011010	CITY MANAGER	ICMA Annual Conference	3	Phoenix, AZ	\$5,700
		Legislative Meetings	2	Washington DC	\$1,925
		TLG Conference	2	Atlanta, GA	\$3,000
		Senior Executive Institute	1	Virginia	\$7,000
		<b>CITY MANAGER TOTAL</b>			<b>\$17,625</b>
0011012	COMMUNICATIONS	National Communication Industry Conference	1	TBD	\$2,500
0011015		National Video/Communication Conference	1	TBD	\$2,500
		<b>COMMUNICATIONS TOTAL</b>			<b>\$5,000</b>
0011210	CITY ATTORNEY	IMLA Annual Conference	1	Austin, TX	\$2,000
		IMLA Mid-Year Conference	1	Washington DC	\$2,000
		<b>CITY ATTORNEY TOTAL</b>			<b>\$4,000</b>
0011310	FINANCE	Lawson User Conference	2	Orlando, FL	\$7,400
		CyberShift Training	1	TBD	\$5,000
		<b>FINANCE TOTAL</b>			<b>\$12,400</b>
0011510	HUMAN RESOURCES	Lawson User Conference	2	Orlando, FL	\$7,400
		<b>HUMAN RESOURCES TOTAL</b>			<b>\$7,400</b>
0011610	RECORDS MANAGEMENT	ARMA International	1	Chicago, IL	\$3,500
		AIIM	1	TBD	\$3,000
		<b>RECORDS MANAGEMENT TOTAL</b>			<b>\$6,500</b>
0012142	POLICE	Advanced CPTED Seminar 5/13	1	Louisville, KY	\$1,650
0012144		Tibron (CAD System) User Group Conference	1	Portland, OR	\$1,220
0012147	POLICE - IT	Tibron (CAD System) User Group Conference	1	Portland, OR	\$1,220
		Law Enforcement Information Mgmt. Conference	1	Indianapolis, IN	\$1,860
		<b>POLICE TOTAL</b>			<b>\$5,950</b>
0012210	SCT	Transforming Local Government Conference	2	Atlanta, GA	\$3,000
		<b>SCT TOTAL</b>			<b>\$3,000</b>
0012222	FIRE	National Fire Academy - Special Ops Program Management	2	Emmitsburg, MD	\$268
0012222		National Fire Academy - Analysis of Fire Service Ops in Emergency Management	3	Emmitsburg, MD	\$6,721
		National Fire Academy - Fire Service Financial Mgmt.	2	Emmitsburg, MD	\$481
		National Fire Academy - Fire Prevention Courses	3	Emmitsburg, MD	\$401
0012223		Pinnacle EMS Leadership Conference	1	Colorado Springs, CO	\$2,135
		<b>FIRE TOTAL</b>			<b>\$10,006</b>
0012910	HNS - Volunteer	Point of Light National Conference	1	TBD	\$4,000
		Neighborhoods USA	2	TBD	\$3,200
		<b>HNS VOLUNTEER TOTAL</b>			<b>\$7,200</b>
0014010	LIBRARY	Sirsi-Dynix Annual Conference	1	Salt Lake City, UT	\$2,250
0014065		AAM Conference (Arts Staff)	2	Baltimore, MD	\$3,200
		<b>LIBRARY TOTAL</b>			<b>\$5,450</b>



**CITY OF CARLSBAD  
OUT OF STATE TRAVEL BUDGET 2012-13**

0015010	PEM ADMINISTRATION	Construction Management Assoc. of America Ntl. Conf.	1	Chicago, IL	\$3,500
		Commercial Real Estate Development Assoc. Annual Conf.	1	Washington, DC	\$3,500
0015310		International Facility Maintenance Association Conf.	1	San Antonio, TX	\$3,000
<b>PEM ADMINISTRATION TOTAL</b>					<b>\$10,000</b>
0018010	TRANSPORTATION	APWA Conference	1	TBD	\$3,000
<b>TRANSPORTATION TOTAL</b>					<b>\$3,000</b>
<b>GENERAL FUND SUBTOTAL</b>					<b>\$109,731</b>

NON-GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	PEOPLE	DESTINATION	BUDGET
5016310	WATER OPERATIONS	Tri-State Seminar	4	Nevada	\$2,400
		American Backflow Prevention Assoc. Conference	1	TBD	\$1,800
		Western Regional Backflow Conference	1	Las Vegas, NV	\$1,800
		Annual Water Quality Conference	1	TBD	\$1,800
		Itron Users Conference	1	San Antonio, TX	\$2,625
		WaterSmart Innovations Conference	1	Las Vegas, NV	\$825
		AWWA Annual Conference	1	Denver, CO	\$1,750
		Inforum 2013 (Hansen)	1	TBD	\$3,400
		Infor Public Sector Conference	2	TBD	\$6,800
		Infor/Hansen Regional Training	1	TBD	\$3,500
<b>WATER OPERATIONS TOTAL</b>					<b>\$26,700</b>
5026310	RECYCLED WATER	Tri-State Seminar	2	Primm, NV	\$1,200
		WaterReuse	2	Hollywood, FL	\$3,500
<b>RECYCLED WATER TOTAL</b>					<b>\$4,700</b>
5116310	WASTEWATER	Tri-State Seminar	2	Primm, NV	\$1,200
		WEFTEC Conference	2	New Orleans, LA	\$3,850
		No Dig	1	Nashville, TN	\$2,000
<b>WASTEWATER TOTAL</b>					<b>\$7,050</b>
5216310	STORM DRAIN MAINTENANCE	Tri-State Seminar	2	Primm, NV	\$1,200
<b>STORM DRAIN MAINTENANCE TOTAL</b>					<b>\$1,200</b>
6205460	PEM - FLEET MAINTENANCE	Asset Works Conference	2	Atlanta, GA	\$3,000
<b>FLEET MAINTENANCE TOTAL</b>					<b>\$3,000</b>
64017XX	INFORMATION TECHNOLOGY	HCMS/Lawson Conference	1	Orlando, FL	\$3,900
		SharePoint Conference	1	TBD	\$3,900
		IFAS Sungard Conference	1	TBD	\$1,500
		Gartner Annual Leadership Forum	1	TBD	\$1,000
		Gartner Symposium	1	Florida	\$1,500
		IT Financial Management Conference	1	Sottsdale, AZ	\$2,700
<b>INFORMATION TECHNOLOGY TOTAL</b>					<b>\$14,500</b>
<b>NON GENERAL FUND SUBTOTAL</b>					<b>\$57,150</b>

<b>GRAND TOTAL OUT OF STATE TRAVEL</b>					<b>\$166,881</b>
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## MISCELLANEOUS STATISTICAL INFORMATION 2012-13

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Date of Incorporation	July 16, 1952
Type of City	Charter
Form of Government	Council/Manager
Area	39.18 sq. miles
Population	107,674
Net Assessed Valuation	\$23,032,554,790

### Streets:

Number of Street Lights	7,153
Miles of Streets	342.80

### Fire Protection:

Number of Stations	6
Number of Firefighters & Officers	79

### Police Protection:

Number of Stations	1
Number of Sworn Police Officers	114

### Water System:

Number of Water Connections	28,379
Average Daily Consumption (in Millions of Gallons)	17.1
Miles of Lines and Mains	534

### Sewer System:

Number of Sewer Connections	22,955
Average Daily Flows (in Millions of Gallons)	6.92
Miles of Sewers	287

### Recreation and Culture:

Number of Parks	31
Acres of Parks	1,099
Number of Pools	1
Number of Libraries	3
Number of Materials in Library Collections	625,893

Total Number of Authorized Full-Time City Employees	674.50
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Source: City of Carlsbad, Finance Department

## **ACCOUNTING SYSTEMS AND BUDGETARY CONTROL**

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The city's accounting system and related budgets are designed around a few basic principles:

1. The city is not one single entity. It is the total of many entities, each with its separate function and legal restrictions on the use of resources. In the private sector, a corporation may have many "subsidiaries" which make up the parent corporation; in the public sector, a city government may have a variety of "funds" that provide the basis for separately recording the financial data related to a specific entity. A fund is an accounting entity with a complete set of self-balancing accounting records. Each fund has been established because of some restriction on the use of resources received by that fund. This report includes the transactions of all entities over which the City Council of the City of Carlsbad have authority (as defined by the Governmental Accounting Standards Board).
2. The city's accounting system operates on a modified accrual basis for all governmental type funds, which is also the basis for budgeting. Governmental funds include the General, Special Revenue, Debt Service, and Capital Projects funds. A modified accrual system is one where (a) revenues are recognized when they are both measurable and collectable within the accounting period, or soon enough after the end of the period to pay liabilities of the period; and (b) expenditures, other than principal and interest on long-term debt, are recorded when liabilities are incurred.
3. The proprietary fund types (the Enterprise funds and the Internal Service funds) use the accrual method of accounting. Revenues are recognized in the period earned and expenses are recognized in the period incurred.
4. Internal controls exist with the accounting system to ensure safety of assets from misappropriation, unauthorized use or disposition, and to maintain the accuracy of financial record keeping. These internal controls must be established consistent with the sound management practices based on the cost/benefit of the controls imposed. The cost of a control should not be excessive in relation to its benefit as viewed by city management. The internal controls in existence within the city's system are sufficient to ensure, in all material aspects, both the safety of the city's assets and the accuracy of the financial record keeping system.
5. The legal level of budgetary control is the fund level, and expenditures should not exceed budgeted amounts at the fund level. Budgetary control is maintained through the city's accounting system, as well as through monthly reporting on all revenue and expenditure accounts and other special reports summarizing the financial position of the city. The City Council adopts the formal budget for all funds prior to the beginning of each fiscal year and may amend the budget, as necessary, throughout the year. All appropriations expire at year-end unless specifically carried into the new fiscal year by Council actions. The Carlsbad Municipal Code requires that the Financial Management Director annually prepares the budget for the City Manager showing estimated revenues and expenditures.
6. Controls on the use and transfers of budget funds are outlined in the adopted budget resolution in the appendix of this document.

**RESOLUTION NO. 2012-158****A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING THE FINAL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2012-13 FOR THE CITY OF CARLSBAD AND ESTABLISHING CONTROLS ON CHANGES IN APPROPRIATIONS FOR THE VARIOUS FUNDS.**

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WHEREAS, the City Council of the City of Carlsbad, California has reviewed the proposed final Operating Budget and Capital Improvement Program for FY 2012-13 and has held such public hearings as are necessary prior to adoption of the final budgets,

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That certain documents now on file in the office of the City Clerk of the City of Carlsbad entitled, "City of Carlsbad, FY 2012-13 Preliminary Operating Budget and FY 2012-13 to FY 2026-27 Capital Improvement Program – Preliminary" as amended in accordance with Exhibits 3-A through 3-C attached hereto and incorporated by reference herein, is hereby adopted as the Operating and Capital Improvement Budgets for the City of Carlsbad for FY 2012-13 along with the Program Options determined by the City Council as set forth in the minutes of the Council meeting of Tuesday, June 26, 2012, and as memorialized by subsequent resolution of the City Council.
3. That the amounts reflected as estimated revenues for FY 2012-13 as shown in Exhibits 3-A and 3-B are hereby adopted as the budgeted revenues for 2012-13.
4. That the amounts designated as the 2012-13 Budget request in Exhibits 3-

1 A and 3-B are hereby appropriated to the department or fund for which they are  
2 designated and such appropriation shall not be increased except as provided herein.

3 5. That total appropriations for each fund may only be increased or  
4 decreased by the City Council by passage of a resolution amending the budget except  
5 as provided herein.

6 6. That the following controls are hereby placed on the use and transfers of  
7 budget funds:

8 A. No expenditure of funds shall be authorized unless sufficient funds  
9 have been appropriated by the City Council or City Manager as described below.

10 i. The City Manager may authorize all transfers of funds from  
11 account to account within any department.

12 ii. The City Manager may authorize transfers of funds between  
13 departments within the same fund in an amount up to \$100,000 per transfer.

14 iii. The City Manager may delegate any of the authority given to  
15 him/her under this resolution.

16 iv. The City Manager may authorize budget adjustments involving  
17 offsetting revenues and expenditures; the City Manager may authorize increases  
18 in an appropriation for a specific purpose where the appropriation is offset by  
19 unbudgeted revenue, which is designated for said specific purpose.

20 v. The City Manager may authorize the transfer of appropriations  
21 between accounts and/or capital projects up to \$1,000,000 for the costs  
22 associated with the Encina Wastewater Facility (Encina) as authorized by the  
23 Encina Wastewater Authority's staff and/or Board. Any increase to the total  
24 appropriations for Encina's operating budget and capital program must be  
25 approved by the City Council.

26 vi. The City Manager may authorize budget adjustments to increase  
27  
28

1 the appropriations for Workers Compensation, Risk, Self Insured Benefits and  
2 Liability Funds operating budgets in an amount equal to the increases in costs of  
3 claims expenses, up to the amount available in the applicable Fund.

4 vii. The City Council must authorize all transfers of funds from the  
5 Council's Contingency Account.

6 B. The City Manager may authorize emergency out of state travel for  
7 public safety or emergency services purposes.

8 C. The City Council must authorize any increase in the number of  
9 authorized permanent personnel positions above the level identified in  
10 Exhibit 3-C.

11 D. The City Manager may authorize the hiring of temporary or part time  
12 staff as necessary, within the limits imposed by the controls listed above.

13 7. That the legal level of budgetary control is the fund level. Budgets may  
14 not legally be exceeded at the fund level without appropriate authorization by the City  
15 Council.

16 8. That interest earned on grants may be appropriated during the year for the  
17 purpose for which the grant was received.

18 9. That the City Manager or his/her designee is authorized to set recreation  
19 program and class fees that are included in the Community Services Guide. The fee  
20 shall not exceed the fully burdened (direct and indirect) costs of providing the program  
21 or class but shall be no less than the lowest fee charged for like kind programs or  
22 classes in the North County cities of Oceanside, Vista, San Marcos, Escondido, or  
23 Encinitas. There are no fees in the Master Fee Schedule that will be changed as a  
24 result of this authority.

25 10. That the City Manager may authorize budget adjustments to increase the  
26 appropriations in the Public Facilities Fee Fund in an amount equal to the utility  
27



1 expenses for the City of Carlsbad's Las Palmas facility, while the building remains  
2 vacant.

3 11. That all appropriations in the Operating Budget and in Capital  
4 Improvement Program remaining unexpended at June 30, 2012, are hereby  
5 appropriated to FY 2012-13.

6 12. That all appropriations for outstanding encumbrances as of June 30,  
7 2012, are hereby continued into FY 2012-13 for such contracts or obligations.

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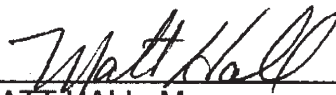
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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the  
2 Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad  
3 Housing and Redevelopment Commission and Carlsbad City Council as Successor to  
4 the Carlsbad Redevelopment Agency held on the 26<sup>th</sup> day of June, 2012, by the  
5 following vote to wit:

6 AYES: Council Members Hall, Kulchin, Blackburn, Douglas and Packard.

8 NOES: None.

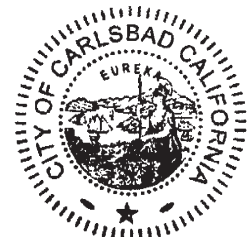
10 ABSENT: None.

13   
14 MATT HALL, Mayor

15 ATTEST:

17   
18 LORRAINE M. WOOD, City Clerk

19 (SEAL)



**RESOLUTION NO. 1444****A RESOLUTION OF THE BOARD OF DIRECTORS OF  
CARLSBAD MUNICIPAL WATER DISTRICT, CALIFORNIA  
(CMWD), ADOPTING THE WATER DISTRICT FINAL  
OPERATING BUDGET AND CAPITAL IMPROVEMENT  
PROGRAM FOR FISCAL YEAR 2012-13.**

WHEREAS, the Board of Directors of the Carlsbad Municipal Water District, California, has reviewed the proposed final Operating Budget and Capital Improvement Program for Fiscal Year 2012-13 and has held such public hearings as are necessary prior to the adoption of the final budgets,

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Carlsbad Municipal Water District as follows:

1. That the above recitations are true and correct.
2. That certain documents now on file in the office of the Secretary entitled "City of Carlsbad, FY2012-13 Preliminary Operating Budget and FY 2012-13 to FY 2026-27 Capital Improvement Program - Preliminary," as amended in accordance with Exhibits 4-A and 4-B, attached hereto and incorporated by reference herein, is hereby adopted as the Operating and Capital Improvement Budgets for the Carlsbad Municipal Water District for the Fiscal Year 2012-13 along with the Program Options determined by the City Council as set forth in the minutes of the Council's meeting of Tuesday, June 26, 2012.
3. That the amounts reflected as estimated revenues for FY 2012-13 are hereby adopted as the budgeted revenues for FY 2012-13.
4. That the amount designated as FY 2012-13 Budget in Exhibit 4-B is hereby appropriated to the fund for which it is designated and such appropriation shall not be increased except as provided herein.
5. That total appropriations may only be increased or decreased by the Board

1 of Directors by passage of a resolution amending the budget except as provided herein.

2 6. That the following controls are hereby placed on the use and transfers of  
3 budget funds:

4 A. No expenditure of funds shall be authorized unless sufficient funds have  
5 been appropriated by the Water Board or Executive Manager as described below.

6 i. The Executive Manager may authorize all transfers of funds from  
7 account to account within the same fund in an amount up to \$100,000 per transfer.

8 ii. The Executive Manager may delegate the authority to make budget  
9 transfers.

10 iii. The Executive Manager may authorize budget adjustments  
11 involving offsetting revenues and expenditures; the Executive Manager may authorize  
12 increases in an appropriation for a specific purpose where the appropriation is offset by  
13 unbudgeted revenue which is designated for said specific purpose.

14 iv. The Executive Manager may authorize increases in purchased  
15 water appropriations in an amount equal to the same percent that water sales exceed  
16 the amount of the original revenue estimate.

17 B. The Board of Directors must authorize any increase in the number of  
18 authorized permanent personnel positions above the level identified in the final Budget.  
19 The Executive Manager may authorize the hiring of temporary or part time staff as  
20 necessary, within the limits imposed by the controls listed above.

21 7. That all appropriations and outstanding encumbrances as of June 30, 2012  
22 are hereby continued into FY 2012-13 for such contracts and obligations.

23 8. All appropriations for Capital Improvement Projects remaining unexpended  
24 at June 30, 2012, are hereby appropriated for such capital projects for the 2012-13  
25 fiscal year.

1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the  
2 Carlsbad Municipal Water District Board of Directors, Carlsbad City Council, Carlsbad  
3 Housing and Redevelopment Commission and Carlsbad City Council as Successor to  
4 the Carlsbad Redevelopment Agency held on the 26<sup>th</sup> day of June, 2012, by the  
5 following vote to wit:

6 AYES: Council Members Hall, Kulchin, Blackburn, Douglas and Packard.

8 NOES: None.

10 ABSENT: None.

13   
14 MATT HALL, President

15 ATTEST:

17   
18 LORRAINE M. WOOD, Secretary

19 (SEAL)



**RESOLUTION NO. 522****A RESOLUTION OF THE HOUSING AND REDEVELOPMENT COMMISSION OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING THE OPERATING BUDGET OF THE CARLSBAD HOUSING AUTHORITY FOR FISCAL YEAR 2012-13.**

WHEREAS, the Housing and Redevelopment Commission of the City of Carlsbad, California (the Commission) has reviewed the operating budget for the Carlsbad Housing Authority Section 8 Programs, for FY 2012-13; and

WHEREAS, public hearings have been held as necessary prior to the adoption of the final operating budgets.

**NOW, THEREFORE, BE IT RESOLVED** by the Housing and Redevelopment Commission of the City of Carlsbad, California as follows:

1. That the above recitations are true and correct.
2. That certain documents now on file in the office of the City Clerk entitled "City of Carlsbad, FY 2012-13 Preliminary Operating Budget and FY 2012-13 to FY 2026-27 Capital Improvement Program – Preliminary," as amended in accordance with Exhibit 5-A attached hereto and incorporated by reference herein, is hereby adopted as the Operating Budget for the Carlsbad Housing Authority Section 8 Programs for FY 2012-13, along with any Program Options determined by the City Council as set forth in the minutes of the Council's meeting of Tuesday, June 26, 2012, and that all funding for planning and administrative expenses has been determined to be necessary and appropriate for implementation of Authority activities in FY 2012-13.
3. That the amounts reflected as estimated revenues for FY 2012-13 are hereby adopted as the budgeted revenues for FY 2012-13.



1           4.     That the amount designated as FY 2012-13 Budget request in Exhibit 5-A  
2 is hereby appropriated to the fund for which it is designated, and such appropriation  
3 shall not be increased except as provided herein.

4           5.     That the following controls are hereby placed on the use and transfers of  
5 budget funds:

6               A.     No expenditure of funds shall be authorized unless sufficient funds  
7 have been appropriated by the Commission or Executive Director as described below.

8                   i.     The Executive Director may authorize all transfers of funds  
9 from account to account within the same fund in an amount up to \$100,000 per transfer.

10                  ii.    The Executive Director may delegate the authority to make  
11 budget transfers and adjustments.

12                  iii.   The Executive Director may authorize budget adjustments  
13 involving offsetting revenues and expenditures; the Executive Director is authorized to  
14 increase an appropriation for a specific purpose where said appropriation is offset by  
15 unbudgeted revenue which is designated for said specific purpose.

16               B.     The Commission must authorize any increase in the number of  
17 authorized permanent personnel positions above the level identified in the final Budget.  
18 The Executive Director may authorize the hiring of temporary or part time staff as  
19 necessary, within the limits imposed by the controls listed above.

20           6.     That all appropriations and outstanding encumbrances as of June 30,  
21 2012, are hereby continued into FY 2012-13 for such contracts and obligations.

22           ///

23           ///

24           ///

1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the  
2 Carlsbad Housing and Redevelopment Commission, Carlsbad City Council, Carlsbad  
3 Municipal Water District Board of Directors and Carlsbad City Council as Successor to  
4 the Carlsbad Redevelopment Agency held on the 26<sup>th</sup> day of June, 2012, by the  
5 following vote to wit:

6 AYES: Council Members Hall, Kulchin, Blackburn, Douglas and Packard.

8 NOES: None.

10 ABSENT: None.

13   
14 MATT HALL, Chairman

15 ATTEST:

17   
18 LISA HILDABRAND, Secretary

19 (SEAL)



**RESOLUTION NO. 2012-159****A RESOLUTION OF THE CITY COUNCIL OF THE  
CITY OF CARLSBAD, CALIFORNIA,  
ESTABLISHING THE 2012-13 APPROPRIATION  
LIMIT AS REQUIRED BY ARTICLE XIIIB OF THE  
CALIFORNIA STATE CONSTITUTION AND STATE  
LAW**

WHEREAS, Article XIIIB of the California State Constitution requires that governments annually establish a limit on the appropriation of proceeds of taxes; and

WHEREAS, State law requires that this limit be presented to the governing body of each entity each fiscal year; and

WHEREAS, State law also requires that this limit be published in a newspaper of general circulation to allow public response to the limit as adopted.

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the City Council of the City of Carlsbad, California, does hereby establish and adopt the 2012-13 appropriation limit of three hundred and eight million, six hundred and twenty five thousand, and one hundred and ninety four dollars (\$308,625,194) as computed in Exhibit 6-A attached hereto.
3. That the City Clerk is directed to publish this Resolution in a newspaper of general circulation.

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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the  
2 Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad  
3 Housing and Redevelopment Commission and Carlsbad City Council as Successor to  
4 the Carlsbad Redevelopment Agency held on the 26<sup>th</sup> day of June, 2012, by the  
5 following vote to wit:


6 AYES: Council Members Hall, Kulchin, Blackburn, Douglas and Packard.

8 NOES: None.

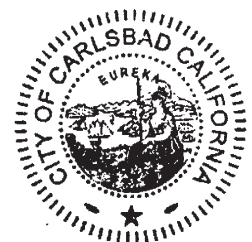
10 ABSENT: None.

13   
14 MATT HALL, Mayor

15 ATTEST:

17   
18 LORRAINE M. WOOD, City Clerk

19 (SEAL)



**CITY OF CARLSBAD**  
**GANN APPROPRIATIONS LIMIT**

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The Appropriations Limitation imposed by Proposition 4 and modified by Proposition 111 creates a restriction on the amount of revenue which can be appropriated in any fiscal year. The revenues which are subject to the Limitation are those considered "proceeds of taxes." The basis for calculating the Limit began in fiscal year 1978-79 and is increased based on population growth and inflation.

The major change made by Proposition 111 allows the City to annually choose among the following options for calculating its Gann Limit:

- Population growth of Carlsbad, **OR**
- Population growth within San Diego County, **AND**
- Growth in California per capita income, **OR**
- Growth in non-residential assessed valuation due to new construction in the City.

The factors used to calculate the 2012-13 Limit were:

- Population growth in Carlsbad, **AND**
- Growth in California per capita income

The formula is outlined below:

2011-12 Expenditure Limit	<u>\$293,872,780</u>
% Carlsbad Population Growth	1.0120
Growth in California per capita income	X <u>1.0377</u>
Net Increase Factor	1.0502
2012-13 Limit (2011-12 Limit X Factor)	<u>\$308,625,194</u>
Current Appropriation of Proceeds of Taxes (Subject to the Limit)	\$101,243,382

The spending limit for the City of Carlsbad for 2012-13 is \$308.6 million, with appropriations of "proceeds of taxes" of \$101.2 million. The result of the calculation provides the City with an operating margin of \$207.4 million.

**RESOLUTION NO. 2012-160****A RESOLUTION OF THE CITY COUNCIL OF THE CITY  
OF CARLSBAD, CALIFORNIA, ADOPTING CHANGES TO  
THE MASTER FEE SCHEDULE.**

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WHEREAS, the City Council of the City of Carlsbad has the authority to establish fees for City services; and

WHEREAS, from time-to-time said fees are reviewed and evaluated to maintain an adequate fee structure recovering costs for City services; and

WHEREAS, the City Council has determined the cost of providing general and development-related services; and

WHEREAS, the City Council believes it is necessary for the City Manager to have the authority to adjust the recreation program and classes fees from time to time to remain competitive and within the market pricing for like programs and classes; and

WHEREAS, the City Council finds it necessary to recover the costs for City services; and

WHEREAS, the City Council has held the necessary public hearing and allowed for public comment on the establishment of said fees.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the changes to the Master Fee Schedule are for the fees shown in Exhibit 7-A attached hereto, and as amended by determinations of the City Council at its meeting of Tuesday, June 26, 2012, as set forth in the minutes of that meeting, and as memorialized by subsequent resolution of the City Council.



- 1           3. The City Council hereby authorizes the City Manager or his/her designee to  
2           set recreation program and class fees that are included in the Community  
3           Services Guide. The fee shall not exceed the fully burdened (direct and  
4           indirect) costs of providing the program or class but shall be no less than the  
5           lowest fee charged for like kind programs or classes in the North County cities  
6           of Oceanside, Vista, San Marcos, Escondido, or Encinitas. There are no fees  
7           in the Master Fee Schedule that will be changed as a result of this authority.  
8  
9           4. The City Council hereby authorizes the City Manager or his/her designee to  
10          change parking violation fees at the time, and by the same amount, as the  
11          state changes their portion of the fee. Any changes to these fees will made to  
12          the current Master Fee Schedule.  
13  
14          5. This resolution shall become effective on August 1, 2012 for General city  
15          fees, and September 1, 2012 for the Development-related service fees and  
16          Development impact fees.

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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the  
2 Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad  
3 Housing and Redevelopment Commission and Carlsbad City Council as Successor to  
4 the Carlsbad Redevelopment Agency held on the 26<sup>th</sup> day of June, 2012, by the  
5 following vote to wit:

6 AYES: Council Members Hall, Kulchin, Blackburn, Douglas and Packard.

8 NOES: None.

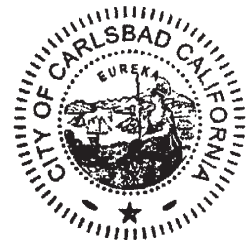
10 ABSENT: None.

13   
14 MATT HALL, Mayor

15 ATTEST:

17   
18 LORRAINE M. WOOD, City Clerk

19 (SEAL)



RESOLUTION NO. 2012-161

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, DETERMINING THAT THE FY 2012-2013 CAPITAL IMPROVEMENT PROGRAM BUDGET IS CONSISTENT WITH THE GENERAL PLAN ON PROPERTY GENERALLY LOCATED CITYWIDE.

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WHEREAS, the City Council of the City of Carlsbad, California has reviewed the Capital Improvement Program for FY 2012-13 and has held such public hearings as are necessary prior to adoption of the Capital Improvement Program Budget; and

WHEREAS, on June 26, 2012 the City Council made a finding of General Plan Consistency for all projects receiving an allocation of funds for FY 2012-13 pursuant to Carlsbad Municipal Code Section 2.24.065 (b); and

WHEREAS, at said hearing, upon hearing and considering all testimony and arguments, if any, of all persons desiring to be heard, said Council considered all factors relating to the City Council Determination; and

NOW, THEREFORE, BE IT HEREBY RESOLVED by the City Council as follows:

- A) That the foregoing recitations are true and correct.
- B) That based on the evidence presented at the hearing, the City Council determines that the Capital Improvement Program for FY 2012-13 is consistent with the General Plan based on the following findings:

Findings:

1. The projects are consistent with the goals, objectives, and policies of the city's General Plan in that the projects are required to ensure the provision of adequate public facilities and services concurrent with or prior to need.

1 2. The projects are consistent with applicable goals, objectives, policies and action  
2 programs of the Land Use, Parks & Recreation and Open Space and Conservation  
3 Elements of the General Plan, as described in Exhibit "A."

4  
5 3. As required by the General Plan, the proposed improvements are consistent with the  
6 city's Growth Management Plan in that the projects ensure that the necessary  
7 improvements are provided for civic, facility maintenance, drainage, sewer and water  
8 distribution, in accordance with the performance standards contained in the city's  
9 Growth Management program.  
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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the  
2 Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad  
3 Housing and Redevelopment Commission and Carlsbad City Council as Successor to  
4 the Carlsbad Redevelopment Agency held on the 26<sup>th</sup> day of June, 2012, by the  
5 following vote to wit:

6 AYES: Council Members Hall, Kulchin, Blackburn, Douglas and Packard.

8 NOES: None.

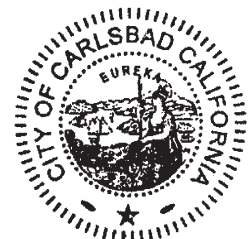
10 ABSENT: None.

13   
14 MATT HALL, Chairman

15 ATTEST:

17   
18 LORRAINE M. WOOD, City Clerk

19 (SEAL)



**RESOLUTION NO. 2012-162****A RESOLUTION OF THE CITY COUNCIL OF THE CITY  
OF CARLSBAD, CALIFORNIA, APPROVING THE FY  
2012-13 OPERATING AND CAPITAL BUDGETS OF THE  
ENCINA WASTEWATER AUTHORITY**

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WHEREAS, the City of Carlsbad is a member agency to the Encina Joint Powers Agreement entered into on July 13, 1961, for the acquisition, construction, ownership, operation and maintenance of the Encina Joint Sewer System; and

WHEREAS, the Encina Agreement requires approval for the budget of the Encina Wastewater Authority (EWA) by the Member Agencies following the recommendation of the Joint Advisory Committee (JAC); and

WHEREAS, the City Council of the City of Carlsbad desires to approve said budget and provide for the payment of its share such expenses in accordance with the allocation provided in the Basic Agreement; and

WHEREAS, there are projected to be sufficient funds in the Sanitation fund for the payments as they become due.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the City of Carlsbad's share of the Fiscal Year 2012-13 Operating Budget of the EWA as approved by JAC on May 23, 2012, in the amount of \$3,288,527 for Wastewater Plant Operations and \$794,887 for the Carlsbad Water Recycling Facility Operations, and the Capital Budget of \$2,593,797 is hereby approved.



3. That the City Manager is hereby authorized to make payment on behalf of the City of Carlsbad to EWA in accordance with the budget as approved by JAC pursuant to the Encina Basic Agreement.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the  
Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad  
Housing and Redevelopment Commission and Carlsbad City Council as Successor to  
the Carlsbad Redevelopment Agency held on the 26<sup>th</sup> day of June, 2012, by the  
following vote to wit:

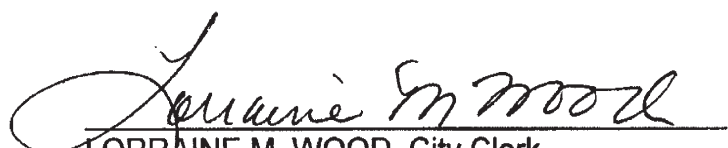
AYES: Council Members Hall, Kulchin, Blackburn, Douglas and Packard.

NOES: None.

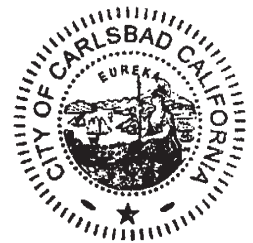
ABSENT: None.

  
MATT HALL, Mayor

ATTEST:

  
LORRAINE M. WOOD, City Clerk

(SEAL)



**RESOLUTION NO. 2012-163****A RESOLUTION OF THE CITY COUNCIL OF THE  
CITY OF CARLSBAD, CALIFORNIA, APPROVING  
ADJUSTMENTS TO THE FY 2011-12 GENERAL  
FUND OPERATING BUDGET**

WHEREAS, the City Council elected to set aside \$1.4 million in FY 2011-12 as an assignment of General Fund reserves, in order to provide funds to assist with stabilization of future CalPERS rate increases; and

WHEREAS, the City Council has adopted the FY 2012-13 Operating Budget that includes a transfer of \$1.8 million from the General Fund to the city's Self Insured Benefits fund for the same purpose; and

WHEREAS, the Finance Department recommends transferring the \$1.4 million set aside in FY 2011-12 to the city's Self Insured Benefits Fund to be consistent with the \$1.8 million transfer recommended for FY 2012-13; and

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the City Council of the City of Carlsbad, California, does hereby authorize a transfer of \$1,400,000 in Fiscal Year 2011-12 from the General Fund to the city's Self Insured Benefits Fund.

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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the  
2 Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad  
3 Housing and Redevelopment Commission and Carlsbad City Council as Successor to  
4 the Carlsbad Redevelopment Agency held on the 26<sup>th</sup> day of June, 2012, by the  
5 following vote to wit:

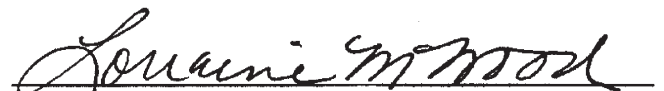
6 AYES: Council Members Hall, Kulchin, Blackburn, Douglas and Packard.

8 NOES: None.

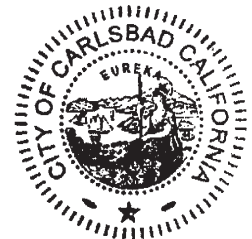
10 ABSENT: None.

13   
14 MATT HALL, Mayor

15 ATTEST:

17   
18 LORRAINE M. WOOD, City Clerk

19 (SEAL)



**RESOLUTION NO. 2012-164****A RESOLUTION OF THE CITY COUNCIL OF THE  
CITY OF CARLSBAD, CALIFORNIA, APPROVING  
ADJUSTMENTS TO THE LIGHTING AND  
LANDSCAPING ASSESSMENT DISTRICT # 2 FY 2011-  
12 OPERATING BUDGET**

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WHEREAS, the city entered into a contract to perform a study reviewing the impacts of pursuing a Replacement District for the two existing Lighting and Landscaping Assessment Districts; and

WHEREAS, Lighting & Landscaping Assessment District #2 lacks sufficient funds to pay its fair share of the contract study;

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.

3. That the City Council of the City of Carlsbad, California, does hereby authorize an additional appropriation of \$2,215 for Professional Services for FY 2011-12 for the Lighting and Landscaping #2 Special Assessment District.

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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the  
2 Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad  
3 Housing and Redevelopment Commission and Carlsbad City Council as Successor to  
4 the Carlsbad Redevelopment Agency held on the 26<sup>th</sup> day of June, 2012, by the  
5 following vote to wit:

6 AYES: Council Members Hall, Kulchin, Blackburn, Douglas and Packard.

8 NOES: None.

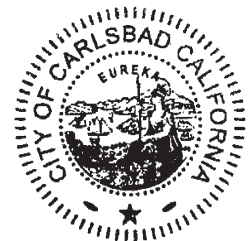
10 ABSENT: None.

13   
14 MATT HALL, Mayor

15 ATTEST:

17   
18 LORRAINE M. WOOD, City Clerk

19 (SEAL)





**RESOLUTION NO. 523****A RESOLUTION OF THE HOUSING AND  
REDEVELOPMENT COMMISSION OF THE CITY  
OF CARLSBAD, CALIFORNIA, APPROVING  
ADJUSTMENTS TO THE SECTION 8 SPECIAL  
REVENUE FUND OPERATING BUDGET FOR  
FISCAL YEAR 2011-12**

WHEREAS, the Section 8 Special Revenue Fund will not have a sufficient budget appropriation to cover increased housing assistance payments for Fiscal Year 2011-12; and

WHEREAS, the Finance Department recommends the additional appropriation of \$30,000 to cover the increased payments,

**NOW, THEREFORE, BE IT RESOLVED** by the Housing and Redevelopment Commission of the City of Carlsbad, California, as follows:

1. That the above recitations are true and correct.
2. That the Housing and Redevelopment Commission of the City of Carlsbad, California, does hereby authorize an additional appropriation of \$30,000 for Housing Assistance payments in Fiscal Year 2011-12 from the Housing and Redevelopment Fund Balance.

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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the  
2 Carlsbad Housing and Redevelopment Commission, Carlsbad City Council, Carlsbad  
3 Municipal Water District Board of Directors and Carlsbad City Council as Successor to  
4 the Carlsbad Redevelopment Agency held on the 26<sup>th</sup> day of June, 2012, by the  
5 following vote to wit:

6 AYES: Council Members Hall, Kulchin, Blackburn, Douglas and Packard.

7  
8 NOES: None.

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10 ABSENT: None.

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14 MATT HALL, Chairman

15 ATTEST:

16  
17   
18 LISA HILDABRAND, Secretary

19 (SEAL)



**RESOLUTION NO. 2012-165**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA ACTING AS SUCCESSOR AGENCY FOR THE CARLSBAD REDEVELOPMENT AGENCY, APPROVING THE OPERATING BUDGET OF THE SUCCESSOR AGENCY AND ENFORCEABLE OBLIGATIONS OF THE CITY OF CARLSBAD'S REDEVELOPMENT OBLIGATION RETIREMENT FUND FOR FISCAL YEAR 2012-13.**

WHEREAS, the City Council of the City of Carlsbad, California has been designated as the Successor Agency for the Carlsbad Redevelopment Agency, and, as such is responsible for the administrative responsibilities required to complete the work of the former Carlsbad Redevelopment Agency and repay all enforceable obligations, and

WHEREAS, the City Council as the Successor Agency for the Carlsbad Redevelopment Agency and the appointed Oversight Board have reviewed the proposed Operating Budget for the Agency and previously approved the Enforceable Debt Obligations to be repaid from the Redevelopment Obligation Retirement Fund for FY 2012-13, and

WHEREAS, the Successor Agency finds that the proposed Operating Budget for the Agency and the Oversight Board approved debt obligations of the Redevelopment Obligation Retirement Fund is consistent with the Recognized Obligation Payment Schedule prepared by the Successor Agency and approved by the Oversight Board, and

WHEREAS, public hearings have been held as necessary prior to the adoption of the final operating budgets,

1           **NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of  
2 Carlsbad, California acting as Successor Agency for the Carlsbad Redevelopment  
3 Agency as follows:

4           1.     That the above recitations are true and correct.

5           2.     That certain documents now on file in the office of the Carlsbad City Clerk  
6 entitled "City of Carlsbad, FY 2012-13 Preliminary Operating Budget and FY 2012-13 to  
7 2026-27 Capital Improvement Program – Preliminary," as amended in accordance with  
8 Exhibit 12-A attached hereto and incorporated by reference herein, is hereby adopted  
9 as the Operating Budget for the Carlsbad Redevelopment Obligation Retirement Fund  
10 for FY 2012-13, along with any Program Options determined by the City Council as set  
11 forth in the minutes of the Council's meeting of Tuesday, June 26, 2012.

12           3.     That the amounts reflected as estimated revenues for FY 2012-13 are  
13 hereby adopted as the budgeted revenues for FY 2012-13.

14           4.     That the amount designated as FY 2012-13 Budget request in Exhibit 12-  
15 A is hereby appropriated to the fund for which it is designated, and such appropriation  
16 shall not be increased except as provided herein.

17           5.     That the following controls are hereby placed on the use and transfers of  
18 budget funds:

19           A.     No expenditure of funds shall be authorized unless sufficient funds  
20 have been appropriated by the Successor Agency or designee, as described below.

21           i.     The City Manager, as Executive Director for the Successor  
22 Agency, may authorize all transfers of funds from account to account within the same  
23 fund in an amount up to \$100,000 per transfer.

1                   ii.     The City Manager, as Executive Director of the Successor  
2 Agency, may delegate the authority to make budget transfers and adjustments.

3                   iii.     The City Manager, as Executive Director of the Successor  
4 Agency, may authorize budget adjustments involving offsetting revenues and  
5 expenditures; the City Manager, as Executive Director of the Successor Agency, is  
6 authorized to increase an appropriation for a specific purpose where said appropriation  
7 is offset by unbudgeted revenue which is designated for said specific purpose, and is  
8 approved in advance by the Oversight Board.  
9

10                  B.     The Successor Agency must authorize any increase in the number  
11 of authorized permanent personnel positions above the level identified in the final  
12 Budget. The City Manager, as Executive Director of the Successor Agency, may  
13 authorize the hiring of temporary or part time staff as necessary, within the limits  
14 imposed by the controls listed above and subject to the Operations Budget for the  
15 Successor Agency.

16                  6.     That all appropriations and outstanding encumbrances as of June 30,  
17 2012, are hereby continued into FY 2012-13 for such contracts and obligations, as  
18 approved by the Oversight Board.  
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1 PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the  
2 Carlsbad City Council as Successor to the Carlsbad Redevelopment Agency, Carlsbad  
3 City Council, Carlsbad Municipal Water District Board of Directors and Carlsbad  
4 Housing and Redevelopment Commission held on the 26<sup>th</sup> day of June, 2012, by the  
5 following vote to wit:

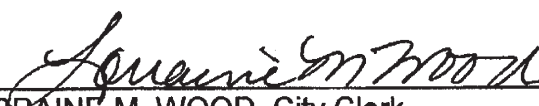
6 AYES: Council Members Hall, Kulchin, Blackburn, Douglas and Packard.

8 NOES: None.

10 ABSENT: None.

13   
14 MATT HALL, Mayor

15 ATTEST:

17   
18 LORRAINE M. WOOD, City Clerk

19 (SEAL)





## **GLOSSARY**

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Appropriation - A specific amount of money authorized by the City Council for an approved work program or individual project.

Assessed Valuation - A dollar value placed on real estate or other property by San Diego County as a basis for levying property taxes.

Balanced Budget - A budget in which planned expenditures do not exceed planned funds available.

Beginning/Ending Fund Balance - Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year expenses.

Bond - A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

Budget - An annual financial plan that identifies revenues, types and levels of services to be provided, and the amount of funds that can be spent. Carlsbad's Operating Budget encompasses one fiscal year, as does the Capital Improvement Program appropriation.

Capital Improvement Program - A multi-year financial plan containing proposed construction of physical assets such as park, street, sewerage, and recreation facilities. This program has identified all projects which are the responsibility of the City between the present to buildout.

Capital Outlay - Equipment (fixed assets) with a value \$1,000 or more and an estimated useful life of more than one year, such as automobiles and office furniture, which appear in the Operating budget.

Cost Allocation - A method used to charge General fund overhead costs to other funds, such as Enterprise funds and Internal Service funds.

Debt Service - The payment of principal and interest on borrowed funds such as bonds.

Department - An organizational unit comprised of programs or divisions. Examples include the Police Department, Library Department, and Human Resources Department.

Encumbrance - A legal obligation to pay funds, an expenditure of which has not yet occurred.

Enterprise Fund - A fund type established to account for the total costs of selected governmental facilities and services that are operated similar to private enterprises. These programs are entirely self-supported, and include the Water and Sanitation Departments.

Expenditure - The actual spending of funds set aside by appropriation for identified goods and services.

Fee - A general term used for any charge levied by government for providing a service or permitting an activity.

Fiscal Year - A twelve-month period of time designated as the budget year. Carlsbad's fiscal year is from July 1 to June 30.

Fund - A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance - The amount of financial resources available for use.

General Fund - The primary fund used by the City for which revenues and expenditures are not legally restricted for use. Examples of departments operating within the General fund include Fire, Library, and the City Manager's Office.

Grant - Contributions of cash or other assets from another governmental agency to be used or expended for a specified purpose, activity, or facility.

Growth Management Plan - A comprehensive approach to land-use planning ensuring controlled and managed growth within the City, while providing designated public facilities.

Growth Management Standards - Standards for acceptable service levels that have been established for eleven public facility categories.

Interfund Transfers - Payments from one fund to another fund, primarily for work or services provided.

Internal Service Fund - A fund that provides services to all City departments, and bills the various other funds for services rendered. Examples of Internal Service funds include Fleet Maintenance, Information Systems, and Workers' Compensation Insurance.

Maintenance and Operation - A general category used for classifying expenditures for materials, supplies, and services that are normally used within the fiscal year.

Operating Budget - The annual appropriation of funds for ongoing program costs, which include salaries, benefits, maintenance, operation, and capital outlay items.

Operating Costs - Estimated expenses that can be expected to occur following the construction of a Capital Improvement Project.

Personnel - Costs associated with providing the staff necessary to provide the desired levels of services. Included are both salary and benefit costs.

Revenues - Amount of funds received from the collection of taxes, fees, permits, licenses, interest, and grants during the fiscal year.

Special Revenue Funds - A fund that collects revenues that are restricted by the City, State, or federal government as the method by which they may be spent.

## Acronyms

AED	Automated External Defibrillator
AMR	Automated Meter Reader
APWA	American Public Works Association
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grant Program
CFD	Community Facilities District
CMWD	Carlsbad Municipal Water District
COP	Certificates of Participation
CSMFO	California Society of Municipal Finance Officers
CY	Current Year
DUI	Driving Under the Influence
ECB	Expenditure Control Budgeting
ERAF	Educational Revenue Augmentation Fund
FOG	Fats, Oils and Grease
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographic Information System
HUD	Department of Housing and Urban Development
HVAC	Heating, Ventilation & Air Conditioning
IFAS	Integrated Financial Accounting System
IMLA	International Municipal Lawyers Association
ISF	Internal Service Fund
IT	Information Technology
LAIF	Local Agency Investment Fund
LLC	Library Learning Center
MWD	Metropolitan Water District
NATOA	National Association of Telecommunications Officers and Advisors
NPDES	National Pollutant Discharge Elimination Systems
NRPA	National Recreation and Park Association
OSHA	Occupational Safety & Health Acts
PERS	Public Employees Retirement System
PLA	Public Library Association
SDG&E	San Diego Gas & Electric
SRO	School Resource Officer
TLG	Transforming Local Government
TOT	Transient Occupancy Tax (hotel tax)
VLF	Vehicle License Fee

